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INFORMATION —LIFELINE OF A.R.P.
By Tom Harrisson
—Page 177

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"BLITZINFORMATION"

ITHOUT dealing with all the implications of the philosophy of information ch Mr. Tom Harrisson puts forward in his cle in this issue, we can readily agree when says that the information service is in some s the most essential of all post-raid ices (" the life line for all the others ") and it is " much the most neglected and the t often prepared."

or the latter circumstance the local authorities and their officers can largely disclaim nsibility. The central departments failed, il a late stage, to formulate any plans at all post-raid services ; and the information ice, with the emergency feeding service, red latest of all in the plans they hastily pared after much bitter experience had wn the need for them. Mr. Harrisson will doubt ask why the local authorities and r officers did not show greater initiative. A reply to that question would involve a thier statement than can be made here, but fact alone can explain much, and that is t the outbreak of war left so much to be e to bring the operational and " protective" s of A.R.P. to standards of adequacy that local authorities and their officers had more n enough to do in these spheres up to the ment when heavy raids descended on them. t was a situation for which the Government l the public cannot evade responsibility, n if some local authorities cannot do so er.

Moreover, when the local authorities *were* en responsibility—comparatively recently—y had to tackle the newer tasks when ional conditions made for slow progress. t all areas could quickly find premises for in information centres capable of handling ge numbers ; the right type of voluntary istance had in many places become scarce—it still is ; and the ability of the local hority to deploy its own staff on this work l become considerably less through the loss staff to the Services and the calls made in intaining not only the other civil defence vices, but the essential public services which the local authorities' normal (and continu-) responsibility.

formation Committees' Failure

R. HARRISSON'S strictures on the inadequacies of the arrangements for ormation in nearly all instances of heavy ding must also be read in the light of the t that, even to-day, the local authorities are ade responsible for only a part of the arrange-nts. Their chief responsibility is the provi-n of the Information Centres. For what r. Harrisson calls " pre-educational " work, d for many important aspects of post-raid formation service, the responsibility lies with e voluntary local information committees—in any sense committees of the local thority—which the Ministry of Information ablished soon after the war, and through ich it still endeavours for the most part to rk.

Local government officers know—and did not need to be told by Mr. Harrisson—that these committees have in many places been an abject failure ; and that it is doubtful whether they can be relied on for an adequate measure of post-raid help even when they are still alive. They seem to have been conceived of at first as agencies of propaganda for the war effort and general morale ; and only latterly to have been given a role in the dissemination of specific information on local arrangements and post-raid services.

Before this development took place, many of the committees had succumbed to troubles of the kind which have surrounded Ministry of Information functions from the start ; to political frictions associated with their first-conceived functions ; and to the petty personal frictions generated by ill-chosen personnel. Even where the committees have escaped troubles of this kind they have suffered, as Mr. Harrisson points out, from lack of definition in their status and functions (and, we would add, of their relations to the local authority and to other bodies), and from lack of funds for effective executive and secretarial arrangements.

In some places, the local authority has had to take over the *local* information and post-raid functions of the committees and to call upon its already overtaxed officers to make arrangements which the committees had been asked to undertake many months previously. Even where this has not happened, it is doubtful whether, in the shifts and changes of voluntary personnel in the ever-changing circumstances of war-time effort, there is anyone on these committees who can be relied upon to function when the time comes with any adequate equipment of knowledge and preparation, and with any clear vision of the range and interrelation of information requirements.

What YOU Can Do

HOWEVER clear the conscience of the local authorities and their officers may be in relation to past or present inadequacies, we nevertheless hope that Mr. Harrisson's article, and its informing sense of the importance of the information service, will stimulate all local government officers, not only to make every personal effort possible in discharge of any specific responsibilities they may have themselves, but to interest themselves and their local authorities in all aspects of this work and help in whatever way they can.

Mr. Harrisson stresses " pre-educational " work, and there are many ways in which the local authorities and all their officers can assist in this. There are, of course, definite limitations to it, though some of Mr. Harrisson's criticisms would lead one to believe that he does not realise this fact. The utmost that could be done, the largest variety of means conceivable, would not suffice to provide some citizens with pre-knowledge of the arrangements made on their behalf and the assistance available to them in the event of a raid. There are some who will not learn, will not notice, and will not " bother."

The Government may inform every household, as it has done, that people can " get ready cash help from the Assistance Board," yet, according to Mr. Harrisson's own testimony, many of them will remain in ignorance of both the Assistance Board, and the help it can give. To bring some elementary knowledge of this kind to people such as these—were that possible at all—would demand not a few months of war-time " information," but a much stronger and more prolonged policy of education in citizenship than we have yet had anywhere.

Telling the Citizen

NEVERTHELESS, no local authority should fail to see that the elementary poster and press work is being carried out ; and no local authority should have failed to disseminate a compendium of information on post-raid services, if not to every citizen, then at least to wardens and police, through whom, apart from any other means, it can be disseminated to the public, particularly after a raid.

In this connection, Mr. Harrisson appears to have been singularly unfortunate in his experiences, since we know that many authorities *have* published admirable documents setting out, simply and clearly, all the services available to the victim of air attack. One such, prepared by the development officer at Wolverhampton nearly six months ago, and distributed by wardens to every house in the town, is a model of its kind, giving the information in a form and in language which every citizen should be able to understand, the whole set out in a booklet designed to fit inside an identity card so that it can be carried always.

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Little less admirable is a similar pamphlet published by Whitefield urban district, and there are doubtless many more which we have not seen. Had the Ministry of Information provided local authorities with a model pamphlet of this kind and arranged for its publication in standard form, so far as differing local circumstances allowed, no doubt the extent and quality of such "pre-educational" work would have been improved; but it is misleading to suggest that local authorities have done little or nothing to tell the citizen of the help and services available to him.

And, though not all officers may be earmarked for information duty after a raid, *all* should be supplied with full details of all the post-raid services, and asked to familiarise themselves with them. The local government officer, in whatever department he is, is usually much resorted to by his neighbours for information and advice; and every member of the staff can play his part as a skilled informant both before and after a raid by dint of a little preparation on the part of the authority and himself. His official duties may be of a kind which, though important, could wait for a week or so after a heavy attack—and may have to do so—and he could, if thus prepared, be available to strengthen the large pool of workers which is required for specific duties in information.

The Information Centre

THE main responsibility of the local authorities is the provision of the main Information Centre. If there is a Citizens' Advice Bureau in the town, arrangements should be made for it to transfer its staff and services to supplement those of the information centre. Index cards of queries, references made thereon, with space for notes of matters which could not be dealt with right away, should be prepared in advance.

The ideal arrangement is to develop the information centre into an administrative centre at which most ordinary requirements can be dealt with on the spot by representatives of the authority responsible. This involves contacts and pre-arrangement with the other authorities. The establishment of these common administrative centres is not, we know, as easy as it may sound. It may not always be possible to deal with some requirements without reference to records which it may be difficult to transfer from the authority's normal seat of operations. In some areas, suitable premises for a full administrative centre of this kind are easily found; and in others (at this stage) not. But the council chamber itself often presents a solution; and the council, for once in its history, can forgo its sanctified place of assembly for a week or two after a heavy raid.

Sub-centres are desirable, if only for the dissemination of the more generalised and elementary information. If the public assistance authority has risen to its responsibilities, the staff of its centres for the homeless should deal with many queries of this kind and relieve the main centre.

Difficulties in securing premises in advance should not, though they exist, prevent outlying service of some kind. Mobile parties can go out to suitable points and operate from vacated shops or houses, from tents, or from cars.

The main thing is to have the trained personnel ready—and the training should extend to some practice with the loudspeakers which will be sent in from the Regional Office of the Ministry of Information. Emergency printing arrangements should be settled in advance and notices—clearly and simply phrased, as Mr. Harrisson emphasises—prepared in skeleton beforehand wherever possible.

Who Is To Do The Job?

FOR all aspects of the information service we say that the local authority should be responsible. Voluntary personnel will be needed; but the responsibility for no part of the arrangements should be left to a voluntary committee, such as the local information committee. Moreover, an officer of the local authority must be in executive control, and as the town clerk is now recognised by the Government as the officer normally responsible for co-ordination of post-raid services, we consider, with all respect to Mr. Harrisson, that the town clerk is the person to take executive control.

Town clerks may not always have a flair for publicity work, but few of them can be altogether inept and inexperienced in dealing with public and press. This need not and cannot mean that the town clerk should handle the detail, though it should mean that he plans the arrangements and selects the executive assistant to take charge of this work. This course will not only cure the evils which flow from the present lack of real direction in many aspects of this work, but link the information services with the post-raid executive services in a way which secures the necessary knowledge and contacts for both. If Mr. Harrisson does not agree, perhaps he would tell us in what better way this necessary link can be forged.

A Two-way Policy

A POINT with which Mr. Harrisson does not deal is the need for information to work in both directions. Local authorities—and the Government—should not only tell the public what *they* are doing and planning; they should also take more positive steps than appear to have been taken so far to find out what the public thinks about the services, whether they are meeting a real need, and whether they could be made more acceptable.

Public criticism of air raid shelters, to take a single example, well illustrates the point. Local authorities, on Government advice, have made extensive shelter provision of various types—domestic, trench, street surface, strengthened basement, and so on. But before giving that advice did the Government, or before carrying it out did the local authorities, make any attempt to discover what type of shelter the public preferred, or (more important) what type it was likely to use? Investigations carried out by the British Institute of Public Opinion in January, 1941, after four months of heavy raiding, suggests that no such attempt was made or that, if it were, little attention was paid to the results.

Of the people questioned, taken from various parts of the country, 35 per cent were satisfied with the shelter available, and 43 per cent were dissatisfied. Of those dissatisfied, one-third had no shelters at all, one-third complained that their shelters were not strong enough, and one-third based their criticism on the fact that the shelters were cold, wet, or insanitary.

Closer analysis of the answers given gave the following main grounds of complaint:

ANDERSON.—23 per cent complained of cold and wet, and 12 per cent wanted something stronger.

BRICK SURFACE.—26 per cent complained of cold or wet, and 19 per cent wanted something stronger.

STRENGTHENED ROOM or BASEMENT.—15 per cent wanted something stronger, and 9 per cent complained that nothing better was available.

A parallel inquiry, conducted in October, 1940, showed that 65 per cent (and higher percentages in South Wales and south-east London, both of which areas had by then experienced heavy raiding) considered the Government unwise in favouring surface rather than underground shelters, against only 15 per cent who thought the official policy a wise one.

Propaganda Needed

THESE figures, of course, provide no evidence of the value or otherwise of the various types of shelter, since the persons questioned were, for the most part, not qualified to judge of that. They do, however, indicate a high level of public dissatisfaction with Government policy, which the Government should have taken stronger action to meet—either by more active publicity for its policy or by reversal of it.

The figures suggest—and common observation tends to confirm it—that in most areas the brick surface shelter is the least liked of all. Yet many local authorities are proceeding vigorously with the construction, or reconstruction, of this type, even in districts where the shelters seem unlikely ever to be used. Here, surely, is a case for fuller inquiry into local needs and wishes before action, based on a rigid Whitehall pattern, is taken, or, alternatively, for active local propaganda to increase confidence in the type of shelter erected. The present system merely tends to arouse criticism—often unjustified—of the local authority, and thus to damage morale.

Rebuilding Britain

IT is interesting to note how far the Expert Committee on Compensation and Betterment, whose interim report was published last month, has gone in the direction of the radical proposals submitted to it by NALGO and published in the July number of LOCAL GOVERNMENT SERVICE.

Two of the Association's main proposals—the setting up of a National Planning Authority to direct and control all future planning, and the stabilisation of the value of real property needed for development or redevelopment at the value at March 31, 1939—are put forward by the Expert Committee. It was hardly to be expected, in view of the pre-war political associations of such a policy, that the committee would go so far as NALGO, and recommend nationalisation of all land; it does, however, suggest that in a later report it may favour the alternative scheme, mentioned with approval in the NALGO memorandum, for the compulsory acquisition by the State of redevelopment rights of all undeveloped land.

It is regrettable, in view of the importance of the committee's proposals, that the Government should not have done more than it has done to implement them. It has refused to appoint the national planning authority advocated by the committee, by NALGO and by many other influential bodies and groups. Instead, it has created what Lord Reith described as an "embryo"—a "Council of Ministers" composed of Lord Reith himself as chairman, the Minister of Health and the Secretary for Scotland.

Not a Job for "Embryos"

ADMIRABLE as this trio may be, we cannot regard it as approaching the powerful directive and controlling force visualised either by the expert committee or by ourselves. Two at least of the Ministers concerned are—or ought to be—very fully occupied with day-to-day wartime problems; nor do we imagine that Lord Reith, with the whole of the immediate repair and reconstruction of war damage on his hands, is unoccupied. How can they be expected to give to the problem of post-war reconstruction—a problem the solution of which may determine the face of Britain for a century—the whole-time attention and far-ranging thought it demands?

They cannot do it—and the result, of course, will be that the actual work will fall on less fully occupied civil servants. What is wanted is a much more representative group of men and women—including some representatives of local government—experienced in all aspects of the problem and able to devote their whole energy and thought to its solution on bold imaginative lines. It is to be hoped that the Government will speedily change its mind and substitute for the "embryo," not a child, but a full-grown responsible adult. The building of the new Britain is no job for "embryos."

Can CIVIL DEFENCE be "NATIONALISED"?

SINCE last we reviewed the organisation of civil defence in this column in January, e fire service has been "nationalised," and arliament has debated the organisation of her civil defence services. The change in e fire service was initiated by the Governent; but, in the debate referred to, the overnment, through Mr. Morrison, showed at it contemplated no similar measure for her services at present, and, in fact, resisted the suggestions for radical change which ere then put forward and which had preously been ventilated in a series of articles, aders, and letters in "The Times."

It is difficult to assess the merits of the fire igade measure, or its implications for warne local government, for, as yet, no one nows fully what will result from it. The easure itself is short, establishing Governent control over the whole range of the rvice, but in no wise setting out the reganisation, and leaving most things to be ttled by ministerial action and regulation.

Bold"—or Not So Bold?

No one will dispute the need for full national *ntrol*; and if the Act means that the local thority will deliver up the service, with its ministration, property, and personnel to the inistry, and if this step was necessary to cure uniformity of command over wide eas, uniformity of standards and equipment, d other objects which have evidently been the Government's mind, then these conseences also can be cheerfully accepted. What not clear is why the Government's aim uld not have been achieved by a developent of the present regional system, operated, it already was, under Home Office direction, d by strengthening, if that were necessary, e central departments' existing powers.

Perhaps, however, the measure will not sult in nationalisation in the full sense ferred to. The treasurer may yet find it is ll his duty to keep the complicated and tensive fire accounts, and to pay the perinnel; the engineer find himself still sponsible for the constructional and repair eds of the service; and the town clerk find at extensive legal work on properties and ntracts still falls to his lot. Six months nce, they and their staffs may be saying, they have often said before after such bold" measures (e.g. the highway change 1929): "*Plus ça change plus c'est la même ose.*" They may, indeed, find more work do, not less—especially in filling up forms.

Separate Ministry?

The chief suggestion put forward in the bate was the creation of a separate Ministry Civil Defence. Civil defence is so manifold, d so linked to "normal" services, that we n readily agree with Mr. Morrison's objecon that it would be impracticable to detach ces from all the departments dealing with il defence to form a separate department. has since been pointed out in "The Times," owever, the proposal need not mean this. e existing departments, such as the Ministry Health, the Board of Education, and the inistry of Food, could still act as executive ents for such a new Ministry. What is eded, it may be argued, is the unifying view, e complete conspectus of the field, which a parate Ministry could take.

Moreover, there is also the consideration at a field which includes the vast miscellany work which falls to the Home Office (the residuary legatee" as it has been called of overnment functions), as well as "security," d civil defence, is too vast for one Minister Ministry. The tasks of other Ministries ay be larger in the mass; but none handles varied or detailed a field; nor is there any her office of the Crown in which a Minister must pay more attention to what is "detail" than must the Home Secretary.

To local government officers, the most interesting parts of the debate on the ministerial and departmental aspects of civil defence, were those dealing with the functions and powers of the regional commissioners. Short of invasion, the position of the commissioners in regard to powers appears to be this: that over local authorities they have, or can be given, more drastic powers than they have found it necessary to exercise; and that over the regional representatives of the ministries they have few powers, if any.

Let the Officers Speak!

The commissioners have been often thought of as dictators, but turn out to be constitutional monarchs whose main duty it is "to encourage, to counsel, and to warn." Even so, their office is of the highest importance. They can readily enough find means, apart from legal ones, of bringing a recalcitrant local authority to book; and we feel sure that they are in a position to ensure responsible attention to any glaring departmental defects of lack of co-ordination. They have recently been at pains to make the friendliest contacts with the local authorities and their officers; and are unquestionably establishing themselves in the confidence of both.

We were particularly glad, then, to notice in the debate that a suggestion made in this column six months ago was now supported by the Corporation of Birmingham. This was that the commissioners and the regional departmental representatives should establish around themselves a consultative body of local authority representatives. The local authorities must not be left to be mere executants of Government policy on civil defence; they must be brought into the formulation of it. This must in civil defence be achieved through the regional machinery through which so much of it is now administered, and where the easiest means of contact exist.

Mr. Morrison appeared to resist the suggestion on the ground that responsibility for policy can only be ministerial and central. This may be granted; but are there not some virtues in a "sounding board"?

Penalties of Ignorance

We also repeat the suggestion we made six months ago, that there should be a consultative panel of local government officers in each region for advice on the administrative aspects. The commissioners have few, if any, around them who know the local government machine which they have to adapt to war-time tasks; and some of the worst of departmental errors have been caused by ignorance of the local government machine. Ordinarily, only one department—the Ministry of Health—has knowledge of it, and though that Ministry controls local government so extensively, none of its officers ever acquires field experience. The newer Ministries cannot be expected to find war-time staff with the requisite knowledge. The case for a consultative panel seems irresistible.

Any suggestion that the local authorities should be superseded was implicit rather than explicit in the speeches of those who initiated the debate in the House. Sir William Beveridge, in "The Times" of June 26, did, however, plainly propose this course, while at the same time acknowledging that it would be necessary "to use to the full the staff and equipment of the local authorites." This suggestion had also been made in an earlier issue of "The Times," and, before the debate took place, by Mr. Kenneth Lindsay; and he, too, appeared to contemplate an arrangement under which the local authorities' officers would come under the direct orders of the Ministry, and some of them, moreover, be chosen by the Ministry not only to deal with their own areas, but with others.

It was suggested in the debate that local authorities' responsibility had led to considerable delays in matters requiring urgent action, but which had been dealt with through ordinary channels of procedure. In one respect, this suggestion recognized some difficulties by which local authorities' action, and particularly that of their officers, are beset. Two years before the outbreak of war, we pointed out in this column that the part the local government officer was called upon to play in air raid precautions was involving him in the difficult position of having to serve two masters, the local authority and the Government, or, perhaps, in view of the departmental aspects of central government, half a dozen. These difficulties have not diminished. They have already evoked some criticism of the Government's policy in acknowledging the local authorities to be responsible and not their officers, while at the same time virtually calling upon the officers to carry out departmental directions. Directions are certainly often conveyed in terms and circumstances which call for immediate action by officers. Since the Government has taken power to give such directions under the Defence Regulations, we feel that it is only fair to officers that directions of this kind should be expressed as such. We do not wish to be understood, however, as suggesting that the local authorities should ordinarily be "side-stepped" in this way.

The Real Cure

The Government can, no doubt, reply that all local authorities have been advised to adapt their organisation to speedy action, and to give their officers large executive powers. Unfortunately, however, not all councils have followed the Government's lead in this respect. Emergency committees were commonly established at the outbreak of war, but we think we are right when we say that most authorities have now reverted to something more like normal procedure.

We have before expressed the view that even the emergency committee was not a wholly adequate way of meeting the needs of the situation. Standing local government legislation has not been modified, and procedure is largely determined by it. The real cure for many difficulties would have been to make war-time adaptations in local government legislation which would really have enabled the local authorities to speed up their machine. This, however, was a matter which called for a careful and detailed consideration at a much earlier stage than the present.

An Impracticable Scheme

On the main issue, we think that Sir William Beveridge's proposals are impracticable. The requisite body of skill and experience in civil defence matters has been built up in the ranks of local government officers, and it is axiomatic, therefore, that they must be used. What is forgotten, however, is that they cannot wholly be used for civil defence services, for the simple reason that they are engaged in maintaining other vital national services which are not civil defence functions in the ordinary sense. Chief officers must act as controllers, food executive officers, billeting officers, salvage officers, etc., and have the responsibility of co-ordinating post-raid arrangements; but they must, at the same time, carry out all the duties they ordinarily discharge in the maintenance of services such as water supply, sewerage, education, etc., together with the public utility services which are so extensively in the hands of local authorites. Those who

(Continued at foot of next page)

APPEAL COURT GOES AGAINST NALGO

Arbitration Barred in Bolton War Service Pay Dispute

NALGO has lost, in the Court of Appeal, its dispute with Bolton Corporation, on the question whether the National Arbitration Tribunal is competent to decide whether or not Bolton should be required to make up to civil level the pay of members of its staff serving in the Forces. The result of the appeal was made known on the day this issue went to press. While we publish below a summary of the judgment, comment on the implications of the decision must be held over.

AS readers of LOCAL GOVERNMENT SERVICE will recall, the case arose out of the refusal of Bolton Corporation to make up war service pay, despite the recommendation of the Lancashire and Cheshire provincial Whitley council, of which it is a member. NALGO reported a dispute with the corporation, and the Minister of Labour referred the dispute to the National Arbitration Tribunal.

When the case came before the tribunal, however, Mr. Sydney Turner, K.C., on behalf of the corporation, announced that Bolton proposed to challenge its jurisdiction by applying to the High Court for an order to prohibit the tribunal from adjudicating upon the dispute. This application came before the Divisional Court, consisting of the Lord Chief Justice, Mr. Justice Tucker, and Mr. Justice Atkinson, in March. The court—as was reported in LOCAL GOVERNMENT SERVICE in April—rejected Bolton's application by a majority of two to one, Mr. Justice Atkinson dissenting.

Bolton appealed against this decision, and the application came before the Court of Appeal, consisting of Lord Justice MacKinnon, Lord Justice du Parcq and Mr. Justice Bennett last month.

Giving judgment, on July 23, Lord Justice MacKinnon said that, despite the extreme generality of the definitions of "trade dispute" and "workman," imported into the conditions of Employment and National Arbitration Order from the Industrial Courts Act, 1919, the dispute in this case was not, in his opinion, a "trade dispute" and that the applicants were not "workmen" within the meaning of those definitions, and the National Arbitration Tribunal was, therefore, precluded from adjudicating upon it. Further, the award which was sought from the National Arbitration Tribunal was one to compel the corporation to agree in advance that every officer who, at a future date, should be called up should *ipso facto* enjoy the advantage which the corporation were empowered to give him under the Local Government Staffs (War Service) Act, 1939. The effect of that would be to deprive the corporation of its right to exercise its discretion in individual cases.

During the last war certain local authorities resolved to make up the pay of their employees on war service. They had no statutory power so to deal with the ratepayers' money, and their resolutions were *ultra vires*. It was, therefore, necessary to pass the Local Government (Emergency Provisions) Act, 1916, which legalized, in one case, the previous *ultra vires* action of a local authority. It was argued in the present case that, if Bolton Corporation passed a resolution that it would confer on all its officers the benefits which it was empowered to give by section 1 of the Act of 1939, that would be valid and *intra vires*. But if the corporation, if it thought fit, could pass such a resolution, he failed to understand how it could be said to make it legal to order it to do so when it did not think fit. The whole point involved was that the corporation was empowered to do, or not to do, a certain thing as it thought fit.

There was no Order in Council in existence which expressly or impliedly cancelled the discretionary power of the corporation under the Act of 1939 and directed that it must exercise those powers whether it liked it or not.

Parliament had given to local authorities the duty of deciding whether they should spend the ratepayers' money in a certain manner. By the Act of 1939 he thought that those representatives, and they alone, were clothed with the power so to decide. The order of any other authority, or of any tribunal, which purported to deprive them of that power was, in his judgment, illegal.

Parliament might, of course, have ordered the local authority to spend money in that way without any option or discretion on their part, though conceivably the ratepayers might have thought it was hardly fair to order their money to be so spent unless all other employers were ordered to bear a like burden. But Parliament had not so ordered, and in no Act or Order in Council could there be discovered any provision which nullified the discretion given to the corporation in that matter ordering it to do it whether it approved or not. That being so, he thought that the order of any tribunal compelling the corporation so to act would be without any legal foundation.

In the result he thought that the appeal should be allowed, with costs, against NALGO in both the Divisional Court and the Court of Appeal, and that the order for prohibition should be made.

Lord Justice du Parcq and Mr. Justice Bennett agreed.

Can Civil Defence be "Nationalised"?

(Continued from preceding page)

suggest the divorce of chief officers from their ordinary functions—which is what is necessarily implied—lose sight of the vital national services the local authorities maintain as their normal functions—with which, moreover, the civil defence services are allied and on which, in fact, they must largely rely for their effective operation.

Moreover, it is in the last resort the local official who is left to be judge of priorities. His own authority, and several Government departments, are making calls upon him with varying views of respective urgencies, but in the last resort he is left to say what shall be put first, though it is unlikely that his view will satisfy all who are making calls upon him. To place local officers under the direct control of the ministries might give the departments of state an opportunity of giving directions on priorities which they have hitherto not been able to settle among themselves; but it might also have the effect of relegating to the background services as important to maintain as some of the civil defence services in the narrower sense of the term. On the whole, whatever imperfections the present arrangements may have, they make it possible for a local view to be formed of degrees of urgency among so many competing demands, and there is much to be said for the argument that the local view, fortified as it is by local knowledge, is likely to be the best, in relation to the needs of a given area.

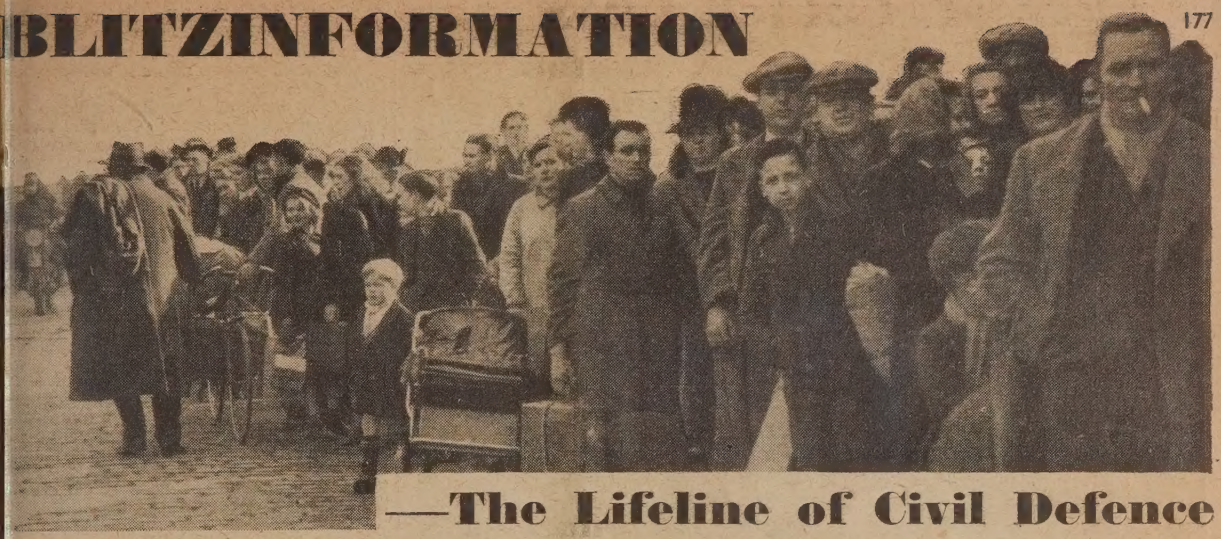
On July 9, "The Times" returned to the subject with an article from a correspondent who approached it from a rather different angle. The solution, according to this contributor, was that responsibility for post-raid services should rest only upon the county borough and the county, as "the larger authorities." This is already the arrangement for the operational side of air raid precautions under the Act of 1937. Those officers in county areas who experienced the difficulties and delays caused by the Act of 1937 will, we imagine, view this suggestion with much misgiving. Suggestions of this kind appear in the light of a false simplicity because so few outside the ranks of local government officers realise how impossible it is to classify authorities and even county boroughs as either large or small, and how varied are the conditions in different parts of the country. The county council may rightly be described as "the major authority" in some parts of England, and misdescribed as such in others. The key to the position was given in a recent issue of this journal, where it was pointed out that the populations of sixty-two county councils ranged from 18,000 to 4,000,000, and that, on the other hand, there were non-county boroughs with populations ranging from 900 to 167,000 and urban districts with populations between 760 and 184,000. With what justification the urban district of 184,000 can be described as "the minor authority" and the county council of 18,000 as "the major authority" is not apparent.

Nor can any rational division be founded on functions. The range of services possessed by some non-county boroughs and urban districts constitutes them much larger and more varied organisms than many county councils. In any event, neither population nor functions may, in present circumstances, be a safe indication of the appropriate authority to undertake some specific civil defence function. Indeed, the whole difficulty is that a standardized arrangement is not a sound organisational plan for almost anything in English local government as it is at present constituted. In these circumstances, our plea for collaboration between the Government and the local authorities and their officers gains added force. It would allow the allocation of responsibilities to be settled in each region on the basis of the actual conditions, and with the advice of local government officers who know the types, sizes, characteristics, and resources of the authorities in them.

While we are arguing about these problems of responsibility, however, one problem grows nearer and larger, and may bid fair to outstrip them all. No day passes without the local authorities and their officers being called upon to do something more; yet at the same time, the Government's new schedule of reserved occupations will remove many of their ablest key men by the time winter sets in, unless its operation is drastically modified. The local authorities are gravely concerned at the position which faces them, and we can only hope that the further representations which we understand they are making will be considered by the Government with more knowledge of the facts than would appear to have been given to them so far.

Unless the present organisation of civil defence has completely failed in its objects—a view which we consider to be far removed from the facts—drastic change in it at this stage may retard rather than expedite the improvement of post-raid services; and we think that fuller and more organic means than have yet been devised for the joint consideration and action of all parties concerned could go far in bringing these services to yet better standards.

BLITZINFORMATION



—The Lifeline of Civil Defence

by TOM HARRISSON

Information is the lifeline of the civil defence services—yet it is much the most neglected and least often prepared of them all," ays TOM HARRISSON, in this provocative and constructive article. As the founder and controller of "Mass Observation," e probably knows more than any man of the human side of air raid problems. His views and suggestions, therefore, must be of outstanding interest and value to every local government officer.

INFORMATION is indivisible," to parody the famous phrase of Molotov.

The whole experience of human beings etermines their behaviour and their attitude the future. Only a part of this experience personal. Much of it—and in the past ntury an increasing proportion—comes om reading or hearing about other people's periences. And most of their private and rsonal experiences are affected by what they elieve to be the attitudes of others. Civilised e consists very largely of codes of conduct nd effort derived from instructions received, formation obtained.

Information, therefore, is the essential cur- ncy of modern life, the blood-stream of our ge urban and industrial aggregations of eople, so complex and anonymous that the ndividual can no longer know more than a inute fraction of what is going on or of other ndividuals. The bigger the community and ne more concentrated the population, the rger part is information (in this sense of the ord) likely to play.

Information is not the prerogative of any ne Ministry or medium. It is the sum total f other people's experiences impacting upon very individual and colouring his attitude to verything that has happened and is happen- ng. Therefore, the information that gets hrough to the people, and the way it is organ- ed, is of crucial importance in determining, or instance, their appreciation of the war, f what to do after a heavy raid, of the right ning and the wrong thing to do in any new r unprecedented situation.

The Role of Information

It is necessary first of all to stress these ather simple points, because there has been nore confused thinking about information han about most other things in this war. he continued trouble over the Ministry f Information is only one symptom of this ack of a clearly defined approach. I would ay that—contrary to general belief—a main istake that the M.O.I. made from the start as in not making its scope and aim *wide nough*. It has seldom appreciated, either broad or at home, that it is concerned with *he whole process of the human mind.*

Ideally, it should be able, on behalf of other Government departments or of the Prime Minister, to produce any reasonable change in thought pattern and behaviour pattern which might be required for the circumstances and necessities of war. It should especially prepare thought patterns *in advance* of emergency.

In fact, it has limited itself to the narrow view of information as "news" and specific propaganda campaigns. It has failed to recognise the sociological platitude that ideas determine behaviour (though the reverse may also apply, that does not affect this point). People's ideas of what the post-war world will be like determine their industrial effort right here and now. A poster stressing the urgency of the Battle of the Atlantic is an insignificant gesture in the Welsh shipyards when eight workers believe they will be on the scrap-heap again after the war for every one who is economically optimistic.

Widespread Neglect

As one who for some years was an anthropologist sent to various parts of the world to study primitive people, and who for the past four years has, through Mass-Observation, been studying the minds of the British, I want to show, with evidence, how all this works out in practice in 1941 Britain.

It seems to me, after writing 47 reports for various official and unofficial bodies, on a whole series of blitz situations, and another thirty odd reports on the functioning of specific information or propaganda services, that today, on the Home Front, and especially in the blitztown pattern of civil defence, **information is much the most neglected and least often prepared of the essential services.** I shall hope to show that it is really, in some ways, the most essential service of all, the lifeline for all the other services, the one service that concerns everybody, whether living in the blitztown or outside it, whether injured by a bomb or unhurt, fire-watcher or funk-holer.

The neglect of information has been a striking feature of most of the recent and vigorous discussions of Civil Defence. Sir William Beveridge, in his thoughtful "Times" article, dealt with every other service, but ignored information. In opening the civil defence debate in the House on June 11, Kenneth Lindsay insisted on the need for co-ordination of the Ministries of Home Security, Health, Education, and Food, but never mentioned Information—and the debate followed much the same lines. Similarly, the recent Ministry of Information debate practically ignored the Home Front blitzinformation system. The important article in LOCAL GOVERNMENT SERVICE (December, 1940) on the lessons of Coventry had special sections on every post-blitz service *except* information. And a well-thought-out article by Mrs. Ayrton Gould in the "Daily Herald" on July 12 follows the same pattern. Examples could be multiplied.

Yet, working with a unit of skilled blitz investigators, we have almost invariably found that the worst breakdown was in the information services. Only in one case, Sheffield, could they be called anywhere near adequate to the situation.

And there is relatively little sign of improvement after nine months of experience. In Plymouth, after the April blitzes, the situation was much the same as ever. And in Greenock, after its May blitz, it was so bad that the loudspeaker van announcers could not get enough accurate information to disseminate about the elementary social services of the area, and it is widely said throughout the area that buses arriving to evacuate people went back *empty* because of the muddle.

Results of the Failure

Perhaps the best way to illustrate what happens, at the mass level, when information is inadequate, can be obtained by quoting from a few of our own investigation reports of blitz situations. First, then, part of a report on the September, 1940, East End situation:

"The local Information Committee has not functioned at all. . . This is said to be due to the fact that no money was forthcoming from the Ministry to provide the local information Committee with an adequate staff. . . .

"As a result, practically none of the bulletins of information issued by the London Regional organisation of the Ministry, and displayed on boards in other boroughs, were ever displayed on boards in the East End during this period.

"The local Information Committees play

Hurt, shocked, dirty, after a shattering experience, she doesn't know where to go or what to do next . . .

a very small part in ordinary people's lives. They are seldom mentioned in conversation. *Few are conscious of their existence at all.* . . . The test bulletins were up so long that not many people bothered to look for fresh bulletins.

" The bulletins giving information about what homeless people should do had no effect. Few of the bulletin sites put them up ; most of the sites have been empty for some weeks. Investigator was able to find only one person who had read one of the bulletins right through, and he was better educated than most East-enders, and was not homeless.

" When investigators drew people's attention to the Ministry bulletins, most admitted they had not read them, and could not be bothered to do so. Only one person read one all through. Investigators' impressions and suggestions were :

" The language is far too complex, both in words and in idiom. Such words as ' incapacitated,' ' temporary accommodation ' and ' household effects ' have no meaning to the average East-ender, and the entire phrasing of some sentences is meaningless to them.

" If the whole population of the East End is to be reached, there *must* be a Yiddish version.

" Most of the bulletin sites are in main roads. A few are on private houses. But none has been advertised. Hardly anybody knows where his or her nearest site is. Certainly, nobody seems to make a habit of looking at the nearest site regularly to see if there is any new announcement. The system clearly needs more publicity if it is to succeed."

The following comes from a report on a Southern town severely blitzed in December :

" Many of the key official buildings, including the Civic Centre, were severely damaged. In most cases, no alternative addresses or information were given—e.g. the Army Recruiting Office was gutted and deserted ; the Pensions Department empty and deserted : The Municipal Health Clinic had a scrawled notice : NO ENTRY—DANGEROUS.

" Over and over again we found homeless, old, pregnant, ill, and anxious-to-evacuate people who did not know where to get the relevant forms or information. The comment of one woman is not typical, but not far from it :

" Everywhere you go, they tell you you can't go there."

" The difficulty of finding out about things was increased when the military took over much of the town ; they, and many of the police drafted in, knew nothing about local conditions. There is a need for definite information officers as an essential part of A.R.P.

" A minor point was the amount of time and energy wasted in walking about, and over and over again coming to some road with a time bomb or some obstruction, having to turn back down a street and try another way. Much extra, though trivial, friction was caused by this, which could have altogether been avoided by notices saying NO THOROUGHFARE.

" While it is understood that there were loudspeaker vans in the area, two investigators never heard a loudspeaker at all, while spending the whole time walking about the town. As at present used, this method would not seem to be effective. Its effectiveness is further limited by road obstructions."

And when the blitz falls, two months later, on another Southern town, we get closely the same picture from the investigation report :

"*Information* was a major inadequacy. No loudspeaker vans were observed in circulation, though immediately after the raid some were in use, and were generally considered to have been useful. Police drafted in from other areas knew nothing about local food offices, rest centres, or even the location of police headquarters. **One investigator spent three hours trying to locate a communal feeding centre, of whose existence within the immediate area he had been assured by a senior official ; eventually he gave up the quest in despair.** Even after a week there was chaos in the distribution of information about transport and destinations. There was also much confusion about diversions and walking routes through damaged areas. Numerous discussions with air-raid wardens and other responsible persons did not indicate that there was any system of passing round information through this channel, while there was no sign of Ministry of Information bulletins or of directional notices. The local afternoon paper was able to continue publication, but did not run any sort of notice-board of local directions.

Services There—But Unknown

" The Ministry of Information promptly . . . established an office at the emergency civic headquarters, although it was unfortunate in having certain staff on sick leave. But even had the whole regional staff of the Ministry come over, it is doubtful if they could have coped adequately with the scarcity of information in the area. There seems to have been a noticeable lack of local voluntary informational activity. **The Citizens' Advice Bureau was there, but few people knew where it was,** and a large number, though they had queries to make, did not know there was a bureau in the town. This is not the fault of the Citizens' Advice Bureau, but is all part of the basic situation, the absence of a careful and coherent preparation of all the citizens for a possible blitz. In ordinary times, many have no occasion to wish to go to or know about the C.A.B. When the blitz comes, they therefore do not avail themselves of the social service which should be known to all and used by a great many more than do use it. Nowhere in the town did we see any notice or pointer or other information directing us to an advice bureau.

" The informational type of difficulty was accentuated by the fact that the destruction of the Civic Centre dispersed key authorities. The town clerk's office, and associated contacts of the Regional Commissioner, Regional Information Officer, etc. was in an hotel far from the town centre ; police headquarters were in an ex-college some distance away ; the P.A.C. was far away in another building, and the medical offices in a fourth and separate locality. This was probably unavoidable, in so far as no peripheral organisation had apparently been planned in detail except by the police, who in many respects were conspicuous for their efficiency, courtesy, tolerance, and intelligence, under trying circumstances."

And finally, from yet another blitzed town a month later :

" The big breakdown in an otherwise efficient organisation was the *distribution of information.* The Civic Centre had not been destroyed and was able to cope reasonably satisfactorily with the many problems involved in a blitzed town, but in coping with these it seems to have *forgotten to let people know what it was doing.* A large number of police had been drafted in from outside, and they knew little of the town geography. Local police and wardens were not much better informed. **Even at the Civic Centre, it was impossible to find out much of the necessary information, such as where the rest centres were.** Repeated references have already been made in this report to people

did not know of water carts and other ices which had been provided.

There were two M.O.I. vans seen, but these e outside the Civic Centre when seen, patrolling the streets. Only three in- nation notices were seen, all telling where go for war damage compensation, and two hem within 50 yards of the offices con- ed. Apart from the effect on morale uch lack of information, it seems certain the value of the comparatively efficient anisation of services must have been siderably reduced by the fact that many ple did not know where to find these lities, or even that they existed. Several es the investigator was thanked for telling ple he was conversant with what they uld do about their ration cards."

y Don't Know Where to Ask

do not think that anyone who has studied ng series of post-blitz situations objectively without bias could doubt that the lubri- ng oil of the social services is lacking; or a major phenomenon of post-blitz itality is uncertainty, and that a great y people concerned do not know the right g to do. Not only is there a shortage of rmation about what to do and where do it. People don't know *where to get available information from*, and the ways bringing it to them (discussed below) are lequate. In one of the towns reported above, which has had a long series of raids, which has an efficient Citizens' Advice eau (though, as usual, only one for the le city), we have made a detailed study the past three months of the four hundred ple living in four typical streets. Forty- per cent say that they have had some icular post-blitz difficulty. But only 7 per had on any occasion consulted the Citi- ' Advice Bureau. Less than a quarter ever *heard* of the Citizens' Advice Bureau. those (23 per cent) who *had* heard of it, y were extremely vague (or quite wrong) ut its location:

"Yes, I believe there is one. I don't now where it is."

"You go to the Pearl Assurance Build- gs to find out all that."

"I knew you had to go to the council."

"Yes, I believe there is one. I don't now where it is."

Many people also confused the Citizens' vice Bureau with the Public Assistance mmittee or the Assistance Board, and even dent policemen gave conflicting locations directions.

ic Ignorance

is always difficult for the better educated more intelligent section of the community, ng a close interest in current and local irs, and having at least some under- ding of the structure of government, to ise that a large section of the population ghly the three-quarters who left school ore they were fifteen) know so little about e things. Usually, only a minority of zens know the name of their councillor or the yor, or the local M.P. Only a small ction of British people know the name the Minister for Air or the Minister of alth. **There is an oceanic ignorance about function of different Government depart- nts, or the working of a local authority.**

ersonally, I think it is a pity that this is so. I think that it should be the responsibility national and local leaders to interpret the wing complexity of the social structure the social welfare services to the rapidly anding electorate. Democracy surely ns something more than giving everybody ote; it ought to mean continuing citizen cation, letting everyone know what he is ng about. That is my personal opinion. could perfectly well be argued that the blems of Government have become too specialised for common understanding, or that it is up to the individual to learn for himself; though one could make the same argument about modern war, or the Blenheim bomber, without using that as an excuse for omitting to train all ranks.

But this problem becomes *extremely relevant* after a blitz, when the accepted social structure, which has been taken for granted, is shaken up—and even temporarily shattered—in one night. Then, many ordinary citizens can easily get lost in the ramifications of the services that exist to serve them, and which they now need more than ever before. And the more people can be got to use the available services properly in this crisis, the less likely are they to behave anti-socially (*e.g.* panic evacuations), and the less likely are they to feel depressed or to feel that the whole pattern of normal life has been overwhelmingly upset.

Those who most need the social services after a blitz are the stupidest people and the most frightened. It is precisely these who are least likely to know where to go or what to do.

To restate my thesis at this stage. I am suggesting that social welfare services are seriously handicapped by the lack of mental preparation, advance information, pre-education of the citizens. Observation has repeatedly shown that, after a blitz, large numbers of people fail to avail themselves of existing facilities *simply because they do not know about them*, or do not understand their availability. Even in the case of a basic institution like the Assistance Board, this is so. It is impossible to get the necessary information sufficiently circulated *after* a blitz. **Information, like feeding, and indeed like every other part of the welfare situation, can only properly be tackled in advance.** Yet the proper functioning of *every other service* depends upon it. You may have the most perfect rest centres in the world. They don't help morale and recovery much if you don't get everybody who needs them or wants them to pass through them.

The Assistance Board, of all the post-blitz organisations, is, in my limited experience, the most imaginative and efficient—adjectives which are synonymous in a blitz situation. I had an interesting experience with the Assistance Board in one blitz-town where I spent some time with its staff, including a senior official from London who had been sent down to supervise and improvise. The work of the Board in this town is the best I have seen anywhere, a fine constructive contribution to morale and recovery. But I soon noticed that, in relation to the total damage, only a proportion of those needing the Board's services were availing themselves of it. I asked the principal officials whether they were satisfied that everybody who needed their services knew that they were available. They thought so, but clearly had not considered this side of the problem. Working enthusiastically in their own medium, they had thought that this kind of work was widely appreciated.

I therefore went round with the principal official, and we looked a little further into this matter. The Assistance Board had only put up a small notice in rest centres to tell people where its offices were; but only a small proportion of those in need passed through

"Courageous, calm, solid, and uncomplaining are these blitzed citizens of Britain. But those virtues come from within themselves and could be much added to, rendered more dynamic, by a little more leadership. Information is the essence of leadership . . ."

"Less than a quarter had ever *heard* of the Citizens' Advice Bureau. Of those, few knew where it was . . . Many were unaware of what the Assistance Board could do to help . . ."

the rest centres. Even so, it emerged from conversation with rest centre officials that a good many of those using the centres were not aware of the Assistance Board's existence, while at only one of the centres had the official in charge directed people specifically to it, and it turned out that he had been sending people to the wrong address. (In my view, every person passing into a rest centre should automatically be asked if he has availed himself of Assistance Board help and, if not, should be urged at once to do so). Similarly, inquiry from the person in charge of the information bureau produced the opinion that **at least a quarter of those coming for information had not heard of the Assistance Board,** and that some were amazed at the possibility of getting ready cash help through it.

An inquiry among people taken at random in the street was then made. It showed that many were unaware of what the Assistance Board could do to help. Undoubtedly, at least a considerable proportion of people who should be passing through the Assistance Board and who need its aid, are unaware of it, or do not realise that it is a perfectly straightforward organisation, which it is every citizen's *right* to use, without any stigma of charity. I believe that this little follow-up opened the eyes of the highly intelligent officials concerned to a situation they had never even suspected.

Left to Their Own Devices

In consequence of their own ignorance, and the lack of appreciation of this ignorance from their leaders, blitzed people are only too often left to their own devices. At a time when they most urgently need to feel confidence in their town, their country, and their civilisation, they are left either to drift or to use their own blitzed initiative. Courageous, calm, solid, and uncomplaining, are these blitzed citizens of Britain. But those virtues come from within themselves, and could be much added to, rendered more dynamic, by a little more leadership. Information is the essence of leadership. Propaganda is the message of leadership.

The supreme prestige and power of Winston Churchill depends upon his regard for honest speaking, his hatred of complacency, his instinct for putting the facts clearly and going beyond the facts into an imaginative interpretation which puts the whole situation, the familiar situation, in a new and brilliant light. Nothing of the sort happens in the blitztowns, where local leaders are necessarily pre-occupied with major administrative problems, and where the civilian has no special function, nor special interest. Over and over again, we have recorded in our studies the same situation as that described after the first great provincial blitz, Coventry, where we emphasised and italicised in our report (November 18) thus:

"*There was no role for the civilian. Ordinary people had no idea what they should do.*"

BUT IF THEY DID KNOW WHAT TO DO, WHAT THEN? In the Plymouth situation, the M.o.I. got out a leaflet which, inadequately distributed though it was, gave the basic instructions about the social services. Take a fair case: a sailor's wife in Plymouth. Your husband is at sea. You are keeping a small shop, the trade of which is dwindling under new Government regulations. You have two children of school age and a baby. The shop, and the rooms you live in above it, receive a direct hit. One of the children is killed, another injured. You are, naturally, shaken. You are living in a badly hit working-class area. You find yourself homeless, moneyless, without a thing except your spirit, your morale, your common sense and your two legs. When the dawn comes and the loud-speaker van hands you a leaflet, what do you have to do?

1. You have to eat. You have to get new ration books. You go to St. Bartholomew's Hall, Milehouse.
2. In the meanwhile, you have to find a communal feeding centre for the children. You go to the girls' high school.
3. You have to try to get tinned food and other stuff in your ruined shop salvaged. You should go to the city treasurer's office, whose last address, given in the M.o.I. leaflet, is the Guildhall, but that got bombed on the previous night.
4. You are also supposed to report th presence of some contaminated food. He you would contact the medical officer o health, Beaumont House, Beaumont Roa
5. You are already beginning to be face with the problem of your surviving childre as you trek around. You have to find a re centre, and those in your area are destroyed You find another and leave them there fo the time being.
6. But one child is dead. You have to locat the body. Then you have to inquire abo the death certificate at the informatio bureau in the Technical College.
7. Since you cannot afford a private buria you must apply to the war deaths depar ment in the information bureau.
8. Now you are faced with the problem o extra clothing, especially for the childre The address is 18, Addison Road, Sherwe
9. You are advised to put in a claim fo compensation for clothing, furniture, et So off to Mutley Baptist Church, th Assistance Board.
10. They are able to give you a cash advance but that is necessarily limited. They advis you to apply for extra help from the mayor' relief fund, situated in Morley Chambers Morley Street.
11. As it is hopeless to get any alternativ accommodation locally, you desire to appl for free travel vouchers for the homeless The address is "Seven Trees," Lipson Roa Or a child evacuation form can be obtaine from the education offices, Cobourg Stree
12. Having lost the family identity cards you apply for new ones to 13, Thorn Park Mannamead.
13. Then to get new gasmasks. Off you g to the Corporation Surplus Stores, Mi Street.
14. Of course, you have lost your Navy book, and to get another you go off to the Penny comequick Sorting Office in Central Par Avenue.
15. Having got all these Plymouth matters hand, the problem of your billet in th country arises—a terrible problem for th good citizen who has stayed put unt actually bombed out. Here the Chie Billeting Officer, Lipson Road (no address given on M.o.I. leaflet) appears to b involved.
16. Finally, being a good citizen, you decid to avail yourself of the advised post-blit measure of typhoid inoculation. The goo citizen goes to the Prince of Wales Hospita Green-bank.

BUT WHAT A GOOD CITIZEN THI WOULD HAVE TO BE!

They read the casualty lists—but, apart from them, the bulletin boards give little information . . . "For several days after the raids even the Civic Centre notice board devoted itself to advice about blackout behaviour and Defence of the Realm regulations . . ."

Over and over again we found homeless, old, ill, and anxious-to-evacuate people who did not know where to get the relevant forms or information . . ."

his Plymouth picture may be extreme, but by no means unique. For instance, in entry after its third blitzing the directions rd outside the Town Hall still gave a en different welfare addresses. Only in or two towns (e.g. East Ham) has any mpt at centralization been made. So far know, there has as yet been no hut or squee system in the town centre bringing the social services together after a blitz. consequence, the citizen who gets the essary information may walk miles (transt is nearly always dislocated) to go through necessary formalities, greatly adding to the ion and friction at a time when he—more probably she, since it is the women on whom the burden mainly falls—needs ntion and consideration.

his continuingly complex arrangement of welfare services greatly adds to the diffiies of giving out information, because the rmation itself is so complex. This difficulty further emphasised by the inadequacy of oletime personnel concerned with informa-n.

o.I. Staffs Too Small.

he M.o.I. has a regional staff in each l defence region, but it is very difficult eed for the staff, small as it is, to tackle the or problems of each and any town, especially en heavy raids fall alternately or simulseously on two towns within the same on—Plymouth and Bristol, Manchester and erpool, Southampton and Portsmouth. regional M.o.I. offices have done really ellent work in this war, and have shown a on local problems and an enthusiasm for r local jobs which enable them to make maximum use of their personnel. But for first year of the war they seriously lacked dquarters support or consistency, and it is y in the last few months that they have had leadership they needed from London. en were the regional staffs to be quadrupled, is doubtful whether they could compete h the information problems of blitz-towns, ess the staff was split up into sub-units each main target area. (In my opinion, would be a very desirable step. The ent system of concentrating M.o.I. perinel in one place is unsuitable for an rmation service.)

n the absence of adequate paid personnel, responsibility for information has fallen upon the local information committees. On the whole, I think, we have to admit that these committees have been a disappointment. They were appointed on the basis of a paper plan worked out before the war, with their exact function and status not clear. The constant permutations of the M.o.I., and its rapid decline in prestige, reduced the early enthusiasms of many committee members. Many committees went into decline. In many places the town clerk, already in charge of more things than any human being can reasonably be expected to manage, became responsible for the local information committee also. The only information committee I have personally attended featured a deplorable row between the town clerk and the librarian, mainly based on prestige jealousy; this was immediately after a major blitz, with which the committee was supposed to be coping.

Information Committees' Failure.

There have been cases, as in Sheffield, where the local information committee has done splendid work. But there have been many others where it has been impossible even to get a *section* of the committee together after a blitz. This is partly because the members are then engrossed in other problems, either official or personal, which come first—because, for reasons already indicated, information nearly always seems to come last in the scale of civil defence priorities; partly because telephone and other communications have broken down, and it is difficult to get any committees together; partly because—with all respect—there has been a tendency for some of the best people to drop off the committees because of all the M.o.I. difficulties, and for a proportion of those remaining to be people "with nothing better to do." Moreover, the attitude of those M.P.s who have refused to allow any official meeting in their constituency without their consent, has proved a discouragement to some of the more enterprising committees.

The effect of the shortage of wholetime M.o.I. personnel in the regions, and of the amateur and somewhat erratic local information committee in most places, is apparent to any blitz student. From the early days in Stepney, through Coventry, on to the latest raids of Plymouth, Greenock, etc., there has been a shortage of informational leadership, and frequently *nothing has appeared at all* for several days to tell people what to do, or where to go for help. In these circumstances, the responsibility falls one stage further down the ladder of informational service, on to the Citizens' Advice Bureau, operated largely voluntarily and locally, and on to the loud-speaker vans, usually the responsibility of the M.o.I. or the police.

We have had many opportunities of observing the work of Citizens' Advice Bureaux. They perform wonders. There is an enthusiasm and devotion among their staffs which is certainly not excelled, and often not attained, by other sections of social service. And I yield to no one in my admiration for the National Council of Social Service in its multifarious beneficial activities. But can this work be left on a semi-voluntary basis? It needs full authority, prestige and the weight of a Government department, much stronger financial backing, and considerable extension topographically.

Too Few Bureaux

In many blitz towns there is only one C.A.B. or information bureau—for maybe hundreds of thousands of inhabitants. No town would think of having one post office or one pub.

And, as I have insisted, information is not something which you can just let people go and get for themselves. It is basic in our democratic system that you help them to get the information, that you *take it to them*, that you educate. As it is, ordinary people are insufficiently aware even of the limited facilities that at present exist through the C.A.B. system. I have already shown that under a quarter of the people in a smallish southern town have heard of their excellent C.A.B.

A study we made in Glasgow—which has taken some special steps to pre-educate for a blitz—showed that just a third had any clear idea of the existence of the C.A.B., while 12 per cent knew the location of any place from which they could get information.

Perhaps the best way to put the C.A.B. position into focus is to quote once more from a report on a blitz town, in this case a town which had repeated heavy raids for nine months before this report was written:

"As before, information was a major inadequacy. Indeed, *it seems to have managed to have become worse*, if anything.

"Many of the key official buildings, including the Civic Centre, were severely damaged . . . no alternative addresses were given . . ."

"Only in one or two towns (e.g. East Ham) has any attempt at centralisation of information and help services been made . . ."

Apparently, loudspeaker vans have done some useful work in the area, but they were largely concerned with acting as a substitute for the air-raid warning system, which broke down. The general under-information continues and a number of tests showed extensive confusion among police, wardens, and ordinary people as to the location of the C.A.B., or indeed of any other place where people are likely to want to go to deal with their post-blitz problems. There is only one C.A.B. in a town which requires at least five. The local information committee is apparently stagnant, and an investigator was regaled with anecdotes from various members separately running down each other collectively. Even the single C.A.B. has only a small notice to that effect outside it, badly written in hand on a board much affected by rain.

"Those who do manage to reach this oasis of help find an exceptionally efficient and helpful machine at their disposal. Great trouble is taken to deal with every inquiry, the whole subject of information is handled through this bureau in an intelligent and thorough manner. *But the officers experience the greatest difficulty in getting the information themselves.*"

Loudspeaker Van Failures

The other important way of distributing information has been by *loudspeaker van.* The Manchester offices of the M.o.I. have long had a particularly good scheme which enables them to call upon many radio retailers for equipment in emergency. In several regions, however, the latest raids have revealed that van arrangements are still inadequate (see extracts from reports quoted above). There have also been cases, some recent, where the local authority has *obstructed* the use of vans, or (more often) where there has been no adequate provision for supplying the vans with information and with the rapid changes of information which inevitably arise in a changing situation.

But the main difficulty about the loudspeaker vans is their trying effect on people who are tired or at all on edge. After several nights of raids, any energetic use of loudspeaker vans sets up a resistance to hearing the information. The most successful use of vans has come from their discreet operation in co-operation with teams of social workers or other persons who answer queries at the van, give out instructional leaflets and generally help in every possible way. (Plymouth, Liverpool).

Inadequate Posters

Apart from the above channels of local information, erratic use has been made of *posters and bulletins.* Relatively few towns have used special posters. Some of these have been excellent (e.g. in Plymouth), others not. Too often, someone in the local authority without any experience of poster propaganda has drafted and extensively distributed a poster which any professional poster man would tear up instantly. Here, for instance, is a poster which was pointed out to me with justifiable pride as an intelligent step to pre-educate the citizens of Glasgow as to the whereabouts of their rest centres—few towns have done as much as this :

> Intimation is made that, in the event of Persons being RENDERED HOMELESS as a result of ENEMY ACTION, REST CENTRES have been provided in each Ward of the City. Two or more points have been selected in each ward—'A' CENTRE TO BE UTILISED FIRST ON EVERY OCCASION. 'B' CENTRE TO BE UTILISED ONLY IN THE EVENT OF 'A' NOT BEING FIT FOR USE (In red—the rest in black)
>
> The appropriate REST CENTRE for the 13th (Blythewood) WARD is :
>
> 'A' _____
>
> 'B' _____
>
> Intimation will be made by POLICE or AIR RAID WARDENS, as to the CENTRE to which persons should proceed in the event of any incident in the Ward. FOOD AND SHELTER will be provided at these CENTRES. It is desired to emphasise, however, that the shelter provided at these points is only of a temporary nature, and that it is advisable that all persons should, if possible, arrange for alternative accommodation for themselves, with friends or relatives, to whom they can proceed after it has been ascertained that the damage to their own home is of such a nature as to preclude their immediate return thereto.
>
> William King.
> Town Clerk & A. R. P. Controller.
> City Chambers,
> Glasgow, December, 1940.

The language and layout are amateur, the message is complicated. The distribution was also inadequate, and a check study made some weeks later showed that there was still a third of Glasgow's citizens who not only had no idea where a rest centre was, but sometimes had no idea *what* a rest centre was. A local "Carry On" poster in Southampton, after its November blitz, was dramatically phrased, and suitable for use within the town ; but it was also distributed over a wide area of the countryside and there it had the effect of amplifying rumours and producing an impression of "Southampton in despair."

Incidentally, a striking feature in Southampton was the lack of any notices or directions, and for several days after the raids even **the Civic Centre notice-board still devoted itself to advice about blackout behaviour and Defence of the Realm regulations.**

Similarly, some local authorities have produced blitz *bulletins,* others have not. On the whole, they have not been well conceived and in some cases the local authority has refused the co-operation of the local M.o.I. in preparing them. For information and propaganda are still regarded, in this country, as things that anyone can do.

The Missing Contact

I have confined myself here to the considerations of local information, through emergency channels. The national press and radio cannot deal with local problems, and most radio sets are put out of action in a blitz because most people now run them off the electric current. Much of the information most needed is not, of course, publishable anyway, since it would inform the enemy of the extent of the raid damage or the antidotes. Unfortunately, this factor greatly reduces the value of the local press, which could solve so many of the problems of information if only security interests would permit.

Nor have I discussed the irritating local effect of so many of the B.B.C. panglos bulletins. Against this must be set the tendency, apparent wherever I have been, fo

"Each warden's post should have a *Helpful Warden,* who would deal only with the worries and doubts of blitzed people . . ."

"Information should be recognised as a primary social service"——

y town to think it has been worse hit than other, and to exaggerate its own damage way which may also be unfavourable to l recovery. These, and other deficiencies the information and propaganda side, are however, special problems or isolated nomena. They are all part of the same ern, the pattern of inadequate detailed ital contact between leaders and led, ween Government service and the ordinary en, between local authority and local tor. In modern, total war, the main nce (indeed, the main offensive weapon ?), ammunition of the citizen, is information, rest and enthusiasm about what is going and why, and whither. Failure to appre- e this fundamental fact in detail—though Prime Minister appreciates it on the big e—is a weakness, whether in undermining man morale or supporting our own.

nd by morale I don't mean simply cheer- ess and smiling in the street. Good ale means good work, hard enduring ustrial work, eager fire-watching, en- iastic A.R.P., a general readiness for ifice, a lack of jealousy in the local informa- committee. Our morale is excellent— bably better than any other in the world ! it would be foolish, and disloyal, to ignore great strain upon the morale of the less- cated section of the community which will e from *another* winter of intensified aerial bardment, of the likelihood of which the me Minister has recently warned us. rmation, and especially information pro- y instilled in advance, is every bit as ortant as the air-raid shelter or the stirrup- np. It keeps the mind steady.

THE SOLUTION

An Immediate Programme

What could be done to implement these nts—assuming that what I say is to some nt correct ? I would suggest :

1. Strengthened and expanded regional staffs of the M.o.I.
2. These staffs to include one permanent officer in each target town in charge of a sub-office, working with the local authority and the local information committee.
3. Reconstitution of local information committees as smaller bodies with improved prestige and clearly defined functions and authority in case of emergency and with funds at their disposal.
4. The C.A.B. to be moved more directly into the pattern of local or central administration, and financially strengthened.
5. Development of the policy of concentrating one large information bureau into a parent bureau with subsidiary bureaux for elementary information, e.g. in pre-selected corner shops, tobacco kiosks, pubs.
6. The C.A.B. to be responsible for the preparation and distribution of casualty lists, rest centre and evacuee registers, etc.—at present these are done by a variety of people, sometimes very unfortunately.
7. Improved (and advance planned) use of posters and emergency bulletins, with guidance and help from the M.o.I. in London.
8. Any person passing through any post-blitz welfare service (like the Assistance Board or a rest centre), to be automatically asked if he has availed himself of the other services. A general, popular, nation-wide leaflet or pamphlet on post-blitz services to be available for immediate use in any blitz town to explain simply and with pictures the things that exist to help the people.
9. Panels of INFORMANTS to be prepared and organised, to accompany loudspeaker vans, mobile canteens, and to attend at rest centres, etc., to answer queries and, where necessary, to give detailed personal attention to helping people in acute mental distress. These informants should have an identifying badge and armlet, carrying national prestige. They might be incorporated within the general framework of A.R.P., each warden's post having a *Helpful Warden*, who would deal only with the worries and doubts of blitzed people.
10. The M.o.I. to have a "Panzer Division" of information services, linked with social workers, to come into any severely blitzed area where the situation was getting beyond the control of the above agencies (as it might do after a continuous series of raids, as in Plymouth or Liverpool). This flying squad would bring in fresh personnel, and would be the informational and propaganda equivalent of the Queen's Messengers.
11. It would be an enormous advantage if more thought could be given to centralising the social welfare services temporarily after a blitz, e.g. in marquees at suitable points. This would greatly reduce the problem of information, and the friction on the citizen who needs help (cf. Hull for this).
12. There should be one person in each target area responsible for the continuous study of inadequacies of information and associated services. These should be continually reported and checked. This person could also be responsible for a general report on the whole welfare side of a post-blitz situation, thus providing material from which other authorities could learn the suitable lessons. The machinery for learning these lessons still seems to be inadequate, largely because the machinery for drawing them, for studying what really happened (as opposed to what the interested parties say happened) is inadequate, often non-existent.
13. A nation-wide campaign of blitz education for the coming winter should be undertaken. In every target area people should be pre-educated on the possible developments and how they should react to them. Existing and shadow arrangements for feeding, rest centres, evacuation, and education should be publicised and registered in the mind of every citizen. Strong propaganda should be used to make it clear that these services are there to be used, and that they are designed for the benefit of the citizens.
14. And, in general, information should be recognised as a primary social service, and not (as at present) as a small subsidiary that is fitted in if possible. Moreover, the whole atmosphere of the town after a blitz is directly relevant to its war effort. It is more important to get cinemas open quickly again than to dynamite a wall which may fall on a cat in a derelict area. Music to gladden the heart is as necessary as music to sadden the heart—the only bands I ever heard in blitz-towns were the ones leading the impressively depressing mass funerals. Music, laughter, George Formby, are essential additions to the facts of any situation.

——so that bomb victims need no longer sit helpless and bewildered in the ruins of their homes.

HOW CAN WE REFORM ADMINISTRATION?

However the stucture of local government is altered after the war, its machinery will have to be made more efficient if it is to solve the problems before it, while avoiding the Scylla of bureaucracy and the Charybdis of amateur control. Here, NORMAN DAKER, D.P.A. (Lond.), A.C.I.S., F.I.P.A., F.R. Econ. S., deputy clerk and accountant, Ware U.D.C., describes some alternative systems and makes his own proposals for reform.

IN all the present far-ranging discussions on post-war planning and reform, little is said of the administrative mechanism of local government. Yet that is no less vital than is a solution of the area problem, for example, or of the problem of relations between the central and local authorities. It would be futile to adopt some system of regionalism, to expand existing authorities, or to create new ones, if the administrative machinery of those authorities were incapable of coping with the tasks put upon it.

In this article, therefore, I propose to examine the problems of administrative efficiency and to outline some of the possible solutions. Before doing so, however, it will be necessary, to clear the ground, to make certain assumptions. These are :

1. That local government areas will be enlarged ;
2. That the " omnibus " authorities thus created will have adequate financial resources ;
3. That the recruitment and training of staff will be placed on a more satisfactory basis : and
4. That better education will be made available for all—since citizens who do not understand the machinery of government cannot be expected to take an interest in that machinery.

Having made those assumptions, it is possible to examine the present mechanism of local government and to suggest alterations in it designed to increase its efficiency in the post-war world.

Efficiency—or Democracy ?

In theory, the central government could take over the functions now performed by local government through its officials in the provinces. This would result in uniformity, but it would at the same time deny all scope for local initiative. The state would obtain efficiency at the price of bureaucracy. In Britain we have preferred to sacrifice efficiency, to some extent, for the sake of democracy, and have deliberately given amateurs control over experts in central and local government. In both spheres there has been an enormous growth in powers and duties. The development of the Cabinet system in central government has resulted in paid political chiefs being placed in charge of the great departments of state, whilst the party system has given the Cabinet a great measure of control over the legislature. There has been no similar development in local government, for the locally elected amateurs have been jealous of their powers. To get through their work, while retaining detailed control over day-to-day administration, they have had to divide themselves up into committees, each looking after a different section of the work. This method is very different from that adopted by other great states.

In France, before the German conquest, the powers of municipal councils were severely restricted by the need for obtaining the approval of the prefect to most of their proposals. The prefect was a government official responsible to the Minister of the Interior, and he had power to suspend or dissolve the council. Even the mayor was regarded as an agent of the government, and obligatory functions were imposed on him and not on the council, though he was bound to consult the council.

There are no elected councils in Germany to-day, the entire responsibility for local government resting with the burgomaster. This official is appointed for twelve years by the Minister of the Interior. He is assisted by an advisory council appointed by the party agent. This body has no executive powers, but in certain instances the burgomaster is bound to consult it.

United States Practice

Local government in the United States contrasts sharply with the centralised systems of Germany and France. Broadly, urban areas are governed in one of three ways :

1. The mayor and council system. The mayor is directly elected for a short term, is remunerated, and holds a commanding position in relation to the council. Services are organised into five or more departments, the heads of which are appointed by the mayor. Certain officers are elected.
2. The commission system. Some towns are governed by a small group of commissioners, directly elected for a short period. Each commissioner presides over a department and they meet together as a body.
3. The city manager system. The elected council appoints an experienced person as city manager and entrusts him with the entire administration, the council being responsible for policy. This system is gaining in popularity at the expense of the other two.

The French and German systems conflict with the democratic traditions of England. The first two of the American systems are not—as Americans are discovering themselves—suitable for the complex functions of modern local government. The city manager system, on the other hand, has much to commend it, since it combines the efficiency of centralised administration with the ultimate responsibility of a democratically elected council.

Before deciding whether it would be advisable to adopt the system here, or to introduce some alternative, it is necessary to examine British administration in greater detail.

Faults of British System

Almost all types of local authorities in this country have, as has already been stated, found it impossible to transact business without the appointment of committees. This is not surprising in view of the fact that most councils consist of twenty or more members, and some have as many as 100 members.

The Local Government Act, 1933, gives authorities a general power of appointing committees and of determining the number of members of each committee. With the exception of rating and borrowing powers, councils may delegate, with or without restriction, any of their functions to the committees. Some committees must be appointed, pursuant to the terms of a particular statute.

The committee system suffers from a number of important defects, among which are :

1. *Lack of effective co-ordination.*—Committees regard themselves as separate authorities and it is customary for the council to register approval of their acts and proceedings automatically. Therefore, unless a special committee is appointed for the purpose, the only body which can co-ordinate the work is the council itself—a large and unwieldy assembly. An efficient finance committee can secure co-ordination to a certain extent, but largely from a financial aspect. The clerk of the authority is also in a position to help in this direction if he is a man of administrative ability and if he is recognised as the council's chief administrative officer. In any case, co-ordination is not a simple matter when a council has fifteen to twenty-five committees.

2. *Excessive division of work.*—There is a constant tendency to increase the number of committees. This results in an enormous expenditure of time by the staff in preparing for and attending their meetings, and leads to much wasteful overlapping. Almost any topic affects many committees. On slum clearance alone, for example, the health committee may declare an area to be a clearance area, the housing committee will build houses to rehouse displaced tenants, the town planning committee will have to be consulted, and the finance committee will be concerned, as also may be the gas, electricity, water, sewerage and other committees. Often, terms of reference are out of date, non-existent, or so general as their directions as to be useless.

Committees also tend to be too big, often comprising more than half the total membership of the council. The bigger the committee the less efficiently will it transact its business.

3. *Inefficient working.*—Sir Ernest Simon, in Chapter V of his " A City Council from Within," describes how the Manchester finance committee conducted its business in 1913. " Much of the time of the committee," he says, " was taken up in routine audit work which could have been done satisfactorily by a clerk at 25s. a week. All the important business appeared to be settled beforehand between the treasurer and the chairman."

Expert Advice Ignored

What happened in Manchester in 1913 still happens in many committee meetings elsewhere. Committee members will expend considerable time discussing matters of minor importance.

It is, unfortunately, a fact that some committees ignore the advice of the expert in matters in which the members are far from being experts. One large urban authority, for example, appointed a sub-committee to inspect houses to ascertain their value for the purpose of making an advance under the Small Dwellings Acquisition Act—clearly a job for the expert, not the layman.

Chairmen are often badly chosen. If they have no knowledge of procedure at meetings, business is transacted in a chaotic manner. Sometimes they do not give the officers an opportunity of stating their views if they conflict with their own. On the other hand, some chairmen allow officials to dominate the proceedings.

There can be little doubt that the defects of the committee system are avoided in the city manager plan. It has been said that a system which works well in America will not necessarily work well here. That may be true, but it does not necessarily mean that the system would work badly here, or that it would be worse than the existing system. Councils would have to be smaller, and they would confine themselves to questions of policy, leaving administration to the expert.

There are two possible alternatives—the cabinet system, and modification of the present system to secure greater efficiency.

The cabinet system in our central government is based on the party system. The party having a majority in the House of Commons forms the " Government." This results in a unified policy, for the Prime Minister can require the resignation of a recalcitrant minister. At the same time, the Cabinet can advise a dissolution of the Commons, and so, upon a ministerial defeat, can appeal to the electors. This is a powerful weapon, for few members of the Commons welcome the prospect of an election.

In only a few towns are municipal elections fought on party lines. The wider introduction

arty politics into local government would oubtedly result in a greater interest in nicipal administration. At the same time, ust be admitted that the sphere of activity uch smaller in local than in central admin-tion, since a local authority is concerned the application rather than the making aws.

the administration is to be on a stable s, it will need the power to dissolve the ncil and appeal to the electorate on an ortant issue. This might well prove ensive, though it should not be dismissed that ground alone. A well-informed torate could soon indicate its displeasure ie administration treated minor matters as stions of "confidence."

he local "leader" of the party securing a ority of seats on the council would select Cabinet, each member being responsible he council for the administration of the or departments. No doubt these members ld have to be salaried.

inancial control would be vested in the ncil and the members would be in a position riticise the administration.

uch a system would remove many of the culties of the present method. Co-ination should be easier, better use would nade of the expert and, in general, efficiency ld increase.

Programme of Reform

there any other method whereby improve-its could be effected without having to oduce party politics and to give the execu-power to dissolve the council? The owing suggestions may be worthy of sideration:

Much smaller councils—rarely exceeding welve members.

Fewer and smaller committees. It might e possible to have one committee for each of the major departments, i.e., "Public Works and Services" to supervise the work generally undertaken by the engineer and surveyor, "Public Health" to supervise he medical officer and his staff, and "Education" to manage the schools. Financial and general staff questions could e dealt with by a "Finance and Establish-ment" committee. These committees hould rarely exceed four elected members. Greater consultation of independent experts by the Committees. It might be advisable, or instance, to co-opt an accountant on to he finance committee, or a doctor on to the ublic health committee. Little use is made of this power at present.

Recognition of one official as chief admin-strative officer. He should be a man of roved administrative ability.

Greater powers to enable well-trained officers to deal with minor matters, without having to report upon them to committees. Committees could then devote their time to questions of policy.

A co-ordinating committee for each authority, possibly comprising the chairmen of the other committees. This committee could survey the whole field of the powers and duties of the council. It could, for example, decide which department and committee were to exercise powers imposed upon the council by fresh legislation.

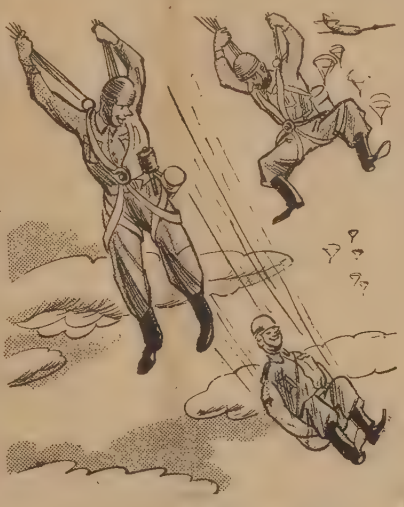
Personally, I regard the city manager tem as the soundest and most efficient thod of local government in operation day. At the same time, however, I see no e of its adoption here within any reasonable e. Failing its adoption, I regard the orms set out above as at once the most ful and the most practicable alternative. All who desire to retain a strong system of al self-government in this country must ognise and be prepared to remedy the fects inherent in present methods. Once ater efficiency has been achieved, it should possible to obtain a relaxation of central ministrative control, and the abolition of the ultra vires" rule.

"APPLICATIONS ARE INVITED" 185

A London journalist here bites the hand that feeds him with some piquant comments on municipal advertising.

DURING a recent illness, when time hung wearily on my hands and literature was temporarily scarce, I was reduced to reading even the public notices which adorn the pages and help to enrich the coffers of one of our best-known and most influential daily papers. The result was thought-provoking.

It set me wondering how much public money is wasted because officials go on in the same old way to which they have been accustomed for years, without thought to the financial



"That's Alistair—he was a plumber in civil life!"

stringency of the moment. I take it that with rates, like taxes, soaring each year, even the money spent on "small ads." is worth considering.

Here is a typical instance of what attracted my attention:

COUNTY BOROUGH OF BLANKTOWN.—Appointment of SUPERINTENDENT of COMMUNITY FEEDING AND COOKING CENTRES. Applications are invited for the appointment of Superintendent of the Community Feeding and Cooking Centres to be established in the Borough at a salary of £350 p.a. The duties will include responsibility for the organization and management of the Centre in accordance with the directions of the Ministry of Food and of the Council and for establishing and controlling any necessary purchase schemes, stores, provisions and foodstuffs. Previous experience of the catering trade is essential and experience in canteen catering will be an additional qualification. Applications, stating age and experience, accompanied by copies of not more than three testimonials and endorsed "Feeding Centres Superintendent," should be received by the undersigned not later than the 8th March, 1941. Canvassing, directly or indirectly, will be a disqualification.

Dated this 17th day of ——, 1941.

A. B. C————, Town Clerk.

1, ——place, Blanktown.

I demanded pencil and paper and set to work. This was the result:

BLANKTOWN.—Superintendent wanted for Community Feeding and Cooking Centres. Salary £350 p.a. Must be responsible for organising and managing such centres and for establishing and controlling purchase schemes, stores, and provisions. Experience essential; of canteen catering preferred. Canvassing prohibited. Applications, endorsed "Feeding Centres Superintendent," stating age and experience, with three testimonials, by March 8, to Town Clerk, 1, —— Place, Blanktown.

Had I been more fit I might have done still better in the gentle art of compression, but even so 92 words are saved—61 against 153, and the length of the advertisement is more than halved. The paper in which the advertisement appeared charges 7s. 6d. a line for announcements of this type (and the type used is bigger than that employed here). My revision—taking me about two minutes—would have saved the ratepayers at least £5 12s.—probably considerably more, since it may safely be assumed that the advertisement appeared in two local papers and one or two of the local government professional journals, as well as in the national daily.

I ask you to note the appalling futility of the last line but two in the original advertisement: "Dated this 17th day of ——, 1941." Cost 7s. 6d. As if it mattered a tinker's curse when the wretched advertisement was dated. What a blessing is the legal mind!

I kept up my researches for three days, taking about a dozen advertisements a day, and it is safe to say that at least a quarter of the space, and the cost, could have been saved; in many of them, the saving might have been much more.

Apart from the verbosity and the tautology of the advertisements, here are some other points which seem to call for comment:

Why give the full legal description of the authority and of the appointment in capital letters, as these advertisements invariably do—this sort of thing:

CITY AND COUNTY
BOROUGH OF
BLANKTOWN

TEMPORARY ASSISTANT
INSPECTOR UNDER THE
WEIGHTS AND MEASURES
ACTS AND SHOPS ACTS

Applications are invited for the above appointment . . .

taking nine lines to say what could have been said in three:

"Blanktown C. B. — Temporary assistant weights and measures and shops act inspector wanted."

Why is it necessary in such an advertisement for the authorising officer to make the ratepayers pay for advertising his own name? His importance (and relevance) is in his post, not in his name.

Why set out name, style, address and date with a line (sometimes two!) to each, as most of them do? My best example fills six lines—at 7s. 6d. a line!

Why, as sometimes happens, are names and styles appended even when these are not those of the officers to whom application is to be made?

Here is a particularly blatant case illustrating the last point:

BLANKTOWN EDUCATION COMMITTEE. THE TECHNICAL COLLEGE. Principal: A. B. Blank, B.Sc., Wh. Ex., M.I.Mech.E. An INSTRUCTOR is required in ELECTRICAL ENGINEERING for Army Trainees. Some theoretical and practical knowledge and experience in RADIO WORK is essential. Wages £6 p.w.—Further particulars and forms of application may be obtained from the Secretary, The Technical College, Blank, Co. Blank, to whom applications should be returned by first post 1st March, 1941.

C. D. BLANK, Director of Education.
Education Offices, 15, Blank st., Blanktown.

Here the name, style, and (in one case) the address of two officials are included (at a cost to the unfortunate ratepayer of 22s. 6d.), whereas the only man with whom the applicant is concerned is a third official. Can you beat that for unnecessary self-advertisement?

It would seem that the Prime Minister's twice-repeated request to Civil Servants to use plain and simple English, with less official jargon and, in less space, might well be considered by those local government officers responsible for drafting official notices.

MUNICIPAL TRADING JUSTIFIED

Dr. Finer's new book, reviewed by J. H. WARREN, M.A., D.P.A., town clerk of Slough

"MUNICIPAL TRADING," Dr. Finer's latest book, is the first full treatise on this subject since Knoop's "Principles and Methods of Municipal Trading," which appeared in 1912. A variety of papers of professional interest, one or two works of smaller scope, and many technical manuals on individual services have not compensated for the absence of a full discussion of the economic and administrative aspects of municipal utility services which could satisfy the needs of the student, or paint an adequate picture of this field of enterprise for those specially interested in it. Dr. Finer's book fulfils these requirements in a way which should establish it as the standard work on the subject for a long time to come.

He traces the origins and motives of municipal ownership and management, describes the administrative and legal framework of the undertakings, and discusses the system of control and administration with a realistic insight which should appeal to the local government officer.

He does not shrink from assaying the relative performance of privately owned and municipally owned undertakings. In doing so, he recognises that, although the appropriate criterion to apply would be relative costs, it is difficult to arrive at any empirical test of the two forms of control and ownership on the footing of present statistics. He does, however, disengage the several factors involved in such a comparison and give his own valuation of them. He arrives at the conclusion that the municipalities' undertakings can justify themselves on purely economic grounds; and, in view of the width and impartiality of his survey, and the force with which he states all the objections which have been raised from time to time to municipal activity of this kind, he cannot be accused of approaching the question with any bias or preconceptions.

He confines his field, rightly in my opinion, to the four main services—gas, water, electricity, and transport, in which the form of enterprise, whether privately or municipally conducted, is that of local regulated monopoly. Once services have developed on such a basis, the issues in any comparison between privately and municipally owned operations are considerably narrowed.

The general economic student will not, however, fail to appreciate how great are the advantages which the consuming public has reaped through the evolution of these industries to a basis of local regulated monopoly, whether privately or publicly owned and controlled, from the earlier phases of competition and uncontrolled monopoly; and if there is one fault to be found with the book, it is that Dr. Finer's historical chapter does not lay sufficient emphasis on this aspect, nor survey sufficiently fully all the indisputable evidence which Parliamentary papers could supply upon it.

Dr. Finer deals with the "area problem" as it affects the services concerned. He considers that, in the sphere of gas supply, the link-up of gas limits with municipal boundaries does not represent a very large departure from a suitable economic area. His view on water limits is not very different, and he considers that better arrangements for allocation of resources are possible and are being achieved without radical changes in distribution limits.

In the field of electricity supply, where the supply side has already been dealt with by the Act of 1926, he outlines the controversy on distribution areas with an open mind; and in the field of transport appears to consider that the transport areas do here involve arrangements very far short of the ideal. Dr. Finer's whole treatment of the area question is most balanced and realistic and should do much to dispel the idea that super-scale undertakings are necessarily the most economic and efficient in every case.

Can We Reform Promotion Methods?

Asks "FAIRPLAY," in an article outlining some personal grievances which may or may not be shared by others

I MAY be wrong, but in reading the various articles on proposed post-war reforms in local government, I do not remember seeing anything concerning suggested improvements in the methods at present adopted in dealing with staff promotions and salary increases. This topic should provide an interesting discussion.

Is the "hush-hush" policy adopted in all local authorities, especially at the time of the annual reconsideration of salaries, so that certain "pet" cases can be quietly put through before anyone has a chance to object? Is favouritism rife throughout the country? It appears to me that if you happen to be in close contact with the chiefs or deputies you can get away with practically anything, whereas if you are not, you are often forgotten.

Would it be going too far to suggest that a small sub-committee of the branch executive committee should be furnished with particulars of all promotions which chiefs have in mind, so that the claims of all members could be considered? Few chief officers are aware of the merits of each member of their departments, or of the actual work performed by him; and, unless the deputies or chief clerks are fair in their recommendations and have no favourites, some people are sure to suffer. I have seen this happen time and time again.

Certain chiefs seem to have peculiar standards of assessing worthiness for promotion. If you have no outside interests or home to which to go to after office hours and are, therefore, content to remain at the office every night, you are apparently considered to be a busy and conscientious individual deserving of promotion. Are all chiefs taken in like this?

In my experience, promotion depends to a great extent upon the verbal report of a chief officer to a committee, and as Professor Harold Laski has said: "No one who has watched a committee at work can doubt the immense influence the official wields in translating their broad conceptions into concrete administrative reality." Individuals have no chance at all of defending themselves if adversely reported upon. And what things are said by chiefs in committee—outrageous reports either praising or condemning—which the rank and file present often know to be grossly inaccurate! Yet they have to sit there and try to remember that we are fighting Hitlerism.

It may be rather revolutionary, but could not the branch executive committee have a representative at all committee meetings at which staff matters are likely to be discussed?

Were the system to be adopted, any member criticised could have an opportunity of knowing what was said, and of defending himself. Also, other members of the staff would be able to comment on any suggested promotion of the "pets" before it was too late. Strengthen the power of the staff side and give them an opportunity to present their views to the appropriate committee at the same time as the views of chief officers are being heard. This is not unreasonable—why should someone's whole future depend upon one person's opinion?

It would be interesting to have the views of some chiefs on this subject, since I, of course, am considering it purely from the point of view of a "sufferer" arising out of the present system of promotion.

Please pardon the absence of a signature to this letter; it is more than I dare to publish my name. But I shall be in the Forces soon and may have to give my life fighting for democratic principles!

How Hospitals Faced The Blitz

READERS of the future will have no cause to be ignorant of what life in Britain was like during this war. The flood of books on the civilian front under bombing is now in spate, every month bringing fresh stories from the inexhaustible reservoir, and though the censor's heavy hand still lies over some of the best of them, it would now be possible to provide an American visitor, say, with a list giving him a fair picture of the people and the battered cities of this land during the winter of 1940-41.

In that picture it is only fitting that the hospitals, which have borne so large a share both of the bombs and of their results, should take a prominent place. "HOSPITALS UNDER FIRE," the latest of the bunch (Allen & Unwin, 7s. 6d.), sets out to tell the splendid story of the hospitals' ordeal and triumph. On the whole, the book succeeds in its aim. For the greater part of it, the editor, Mr. George Curnock, has adopted the method, first exploited so successfully by Allan Michie and Walter Graebner in "Their Finest Hour"—the best first-person account of war on the home front yet published—of letting his heroes and, still more, his heroines, tell their own stories in their own words. A hospital stoker, an assistant matron, sisters, nurses, patients, rescue party workers, and many more, describe what happened on those nights of fire, flood, and human anguish. It is an effective method, and the book makes fine and inspiring reading. If we have one fault to find, it is that the editor has confined his interest to the voluntary hospitals. The reader might be forgiven for thinking that municipal hospitals did not exist or, if they did, that bombs for some mysterious reason had passed them by. When will they write their story—when, indeed, will the local government service as a whole write the story of its finest hour? Cannot NALGO see that the epics of the service are recorded before they are vanished memories?

N.C.I. FIRST IN I.A.R.V.O. EXAMINATION

THE value of the tuition provided by the NALGO Correspondence Institute has again been strikingly demonstrated by the results of the May examination of the Incorporated Association of Rating and Valuation Officers, in which First Place, with Honours in part I of the Final Grade has been won by an N.C.I. student, Mr. J. E. Collingbourn, of Sheerness. Last year, another student of the Institute secured First Place with Honours and the Association's Prize in the Intermediate Grade.

A number of other N.C.I. students were successful in the examination, and the following letter from one of them, Mr. O. D. Stafford, of Stockport, is typical of several received at Headquarters:

"The result is very gratifying and I wish to thank you for the very efficient course which you provided, and to express my deep gratitude to all the unknown tutors and various members of the Institute who have done so much to help me to achieve this success."

YSTERY OF THE NAKED SAILOR

delightful article, which first appeared in "All Swell," the admirable bulletin ished by the Camberwell branch on behalf of the Benevolent and Orphan Fund, mused us that we felt it worthy of wider circulation. It is by DAVID LEGGATT, edits "All Swell." There must be other officers with parallel experiences, gay or grave. Why not let us hear of them?

vas a well-kept secret.

People were taken unawares when they d the radio news. "The Board of Trade ounces . . . rationing of clothing . . . garine coupons . . . pair of leggings, rs or spats, three coupons . . . other rgarments including corsets, three ons. . . ." In many homes there was a tal inventory-taking. Those who had yed their purchases in order to contribute War Weapons Week lamented their luck. bands who had induced their wives to wait l next month looked uncomfortable and etly rejoiced.

was indeed a well-kept secret. It was ing without warning upon Food Offices. until the broadcast did they realise that in ition to a knowledge of poussins, hoggets, dy hens, balancer meal and sock-eyes, they ld in future be expected to answer enquiries whether a kilt was a skirt, and even more nate questions concerning feminine attire. was a well-kept secret. The newspapers the B.B.C. congratulated the Board of de about it. Not to be outdone, the sident of the Board of Trade congratulated self about it.

mid this orgy of mutual congratulation, m Thomas may have wondered, but he not worry unduly. A few weeks before, he been clinging to a raft in the North Atlantic nout much expectation of rescue. Having providentially restored to his home near nberwell New Road, he not unnaturally sidered that the worst of his troubles were r. The poor sap ! He had reckoned without British Government and its well-kept ets.

dam Thomas had three weeks' leave before ing to sea again. Feeling that sea-going was hardly the thing for Camberwell, and ling a sufficiency of money in his pocket, he t out to buy a suit and some underclothes. When the Food Office opened on Tuesday rning after Whitsun, he was waiting on the . He wanted coupons to buy a suit of hes. He was told that, as far as the Food ice was concerned, the clothing scheme still a well-kept secret. The Board of de, it was true, had announced that mar- ine coupons were to be used for the purchase clothes, but in their desire to well-keep their rets they had omitted to consult anyone o might have told them that quite a number people in the country—ocean-going seamen ong them—did not hold ration books and refore had no margarine coupons.

The Food Office was sorry and sympathetic, nothing could be done. The office was ressly forbidden to issue ration books to rchant seamen. If it was an outfit of thing which was required, however, it was derstood that the Citizen's Advice Bureau some at its disposal. They might be able help him. He departed hopefully. Poor sap ! He left me musing upon the unexpectedness life. Here was I, ready for all sorts of eresting problems concerning the more iting female garments, brought down to th to consider how to get a sailor a suit. I s not left long in which to muse. The izens' Advice Bureau soon rang back. This sailor you've sent . . . can't do any- ng . . . not a case for free clothing . . . has nty of money . . . only wants margarine upons."

"All right. Send him back and I'll see what can do."

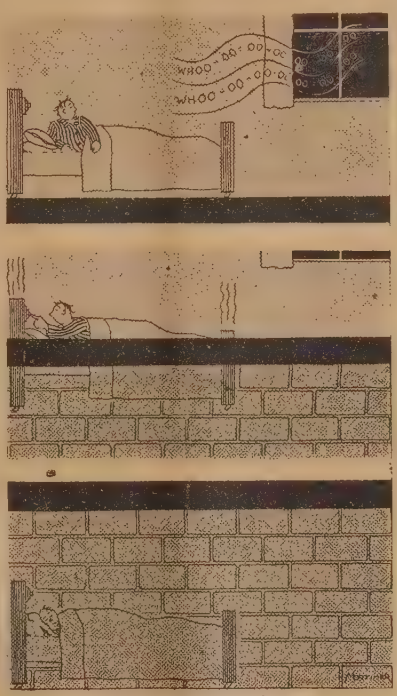
When he arrived, I 'phoned the Divisional fice and described the problem.

"But you've seen the circular, haven't you ?" (in a surprised voice.) "It's quite clear that it's nothing to do with you. It is not intended that Food Offices should deal with enquiries relating to the scheme."

"Yes, I know,"—testily—"and I know that we are getting all the enquiries. Who is dealing with them ?"

"There's an address given in the circular, isn't there ?"

"Yes. The Board of Trade, Pine Court Hotel, Bournemouth. Do you really mean



The cinema organist takes cover

that there is no one in London who knows how this man can get some clothes, and that he has to apply to Bournemouth ?"

"Looks like it. Silly, isn't it ?"

I decided to try another line. I rang up the Board of Trade and, after two hours, was put through to the extension dealing with clothing.

"It's quite simple," replied a voice airily, after I had put the case, "the man goes to his local food office and gets margarine coupons."

"But this is the local food office," I screamed, "and the Ministry of Food say we mustn't."

"Um. Well, if he's a sailor, he'd better try the Customs and Excise people."

"Where are they ?"

"Oh, they'll have a local office somewhere."

The telephone provided the address ; a familiar one, as it happened to harbour also the Inspector of Income Tax. The cause of the trouble sat patiently and smiled. To make conversation, I enquired about his experiences.

"I was two days on a raft," he told me, "before being picked up and taken to Iceland. I was in hospital for a fortnight in Rekjavik." Then he added, "And my troubles didn't start till I got home."

The Customs people had no information and referred me to their area office in Southwark. By the time I got through there the Chief Clerk had gone to lunch. So I and the aforementioned cause followed suit.

After lunch, the Southwark folk proved kind but not optimistic. "If you send him along, I'll see him and do what I can. But, mind you, I can only issue special coupons in war damage cases."

"And isn't a torpedoed ship war damage ?"—this sarcastically.

"Oh, no. Certainly not."

With his departure to the Borough, my office seemed suddenly empty.

Next morning, the C.A.B. were on my track again. "This seaman Thomas has come back to us. He hasn't been able to get fixed up yet. Can't you do anything for him, or at least tell him where he must apply ?"

"It is not intended," I quoted, "that Food Offices should deal with enquiries about the scheme."

A screen must be drawn over the story here. I shall not relate whether the sailor went away a second time empty-handed, or whether he carried with him a ration book complete with margarine coupons. We will raise the veil of secrecy only to record that, towards the end of the afternoon, Mr. E. of the Assistance Board reported that he had in his office a merchant seaman wanting clothes. A few minutes later, the Divisional Food Office informed me that a conference had just decided that seamen should obtain coupons from shipping agents at ports.

Pleased at having progressed so far, I communicated the news to the C.A.B. A faint voice protested feebly, "But I've just had a letter from the Board of Trade saying that the Assistance Board is looking after sailors."

So I 'phoned the Board of Trade again. The Board was still airy, but quite definite. "All these queries," it said, "should be referred to the Women's Voluntary Services."

And there the matter stands. Perhaps, even as I write, some mighty brain is considering the problem of shirts for sailors, But if so . . .

It is a well-kept secret.

TRAINING CITIZENS OF TOMORROW

IT is encouraging that, even in these difficult days, Nelson borough council is continuing its pioneer work in civic education. For some years past, detailed instruction in the machinery of local government has been included in the curriculum of all secondary, senior, and R.C. mixed schools in the town, culminating in a "local government week." During this week, all the children are given practical illustration of the more formal lessons by visits to the corporation departments, while, on one half-day, parents and other interested citizens are invited to visit the schools and see them at work. Finally, each child is required, in school hours, to write an essay on "local government in Nelson." The council gives book prizes for the best essays in each school, while the boy and girl writing the best essays sent in from all the schools receive, in addition, a fountain-pen each. The Nelson branch has provided a NALGO shield which is hung each year in the school producing the best of the prizewinning essays.

To judge from the essays, some of which we have seen, the children acquire in this way a sound knowledge of the working of the municipal machine. This should help materially to create that instructed civic interest which will be so necessary if we are to cope successfully with post-war problems, and it is to be hoped that other towns—some already are doing—will follow Nelson's example.

Time-and-a-half On Sundays

By "Jackass"

IF ever, by the slow process of time and rather more intelligent discrimination on the part of the Great Reaper than he has yet shown, I succeed to a position of dignity and affluence in the service of Much Cowslip, I shall impress on every junior entrant that what success I have achieved—I may modestly say "small success"—has been due to a natural gift for seeing straight through the murk of argument to the central spark of the issue involved: a gift which enabled me recently to concentrate all the furore about "What is Wrong with NALGO?" into one compact reason—that our Association has not yet obtained for its members as high a reward for their services as they think they should have.

It is possible they may over-estimate their value. It is equally possible that, however high their reward, they might still yearn for more, and the problem is complicated by the fact that nearly every local government officer will agree that his colleagues, judging them fairly and squarely on ability, probably receive as much as, if not more than, their market value. Only in his own particular case will he maintain that his work is of such an intricate nature, his responsibilities so onerous, and his ability so exceptional that his salary is a travesty of justice. Be that as it may, the central fact remains that if every local government officer received the salary and enjoyed the conditions he knows he deserves, criticism of the National Association would probably cease.

Following this line of thought—which I commend with all respect and deference to the National Executive Council—I considered the position in Much Cowslip; or rather the Clerk considered it and I ventured an opinion now and then. We foresaw that if this at present rather vague unrest among the membership ever became effective enough to force our unsinkable National Executive Council to scuttle itself, the widening ripples from such a catastrophe might rock our comfortable boat in the backwater of Much Cowslip, perhaps violently enough to throw us, the branch officers, overboard. That was something we could not contemplate unmoved, particularly after the Civil Servants' conference, the Master Printers' conference, the Labour Party conference, the Engineers' conference, and other similar assemblies held this year had reminded us that, though conferences are impossible in wartime, we might (unless post-war peace proved as difficult as war) enjoy the privilege and more especially the pleasure of attending NALGO conferences, at some rebuilt seaside resort or perhaps even across the Channel or Atlantic, at our colleagues' expense. Our duty was clear—to carry the burden of branch office cheerfully and without thought of self through the war period, and take good care that nobody snatched our burden from us.

It seemed advisable, therefore, to do what we could to forestall possible criticism and prevent the formation of anything like a "ginger group" in our Executive by obtaining some concession from the Council; something which would line the pockets and thus warm the hearts of our members, and incline them to reject suggestions that ours was a "company union," "chief-officer controlled," or that the "old gang" must go. Actually, it would be absurd for anyone to speak of the Clerk and myself as the "old gang." "New brooms" would be a better phrase, for he and I were the leaders of the revolt which, in 1921, swept away the "old gang" of those days in Much Cowslip, and it is largely to prevent a clique of the same kind again becoming established that we have thought it our duty to retain control ever since. Executive committees, however, are so much more easily led on a destructive than constructive course, that we were not blind to the way in which our long and successful tenure of office could be misrepresented by those anxious to take our places, and who, once installed, would probably resort to every kind of dishonest device to cling to office and prevent our reinstatement. We both felt that any such development would be a mockery of democracy, and would be the first step towards Fascism in Much Cowslip. My regular reader knows how jealous we are of our democratic privileges, our right to elect our National Council, our right to control it at Conference—in fact, all those safeguards Englishmen have always built around their civil liberties and which time has shown to be as impregnable as the Maginot Line.

Having decided that a lollipop of some kind must be given to the staff, we faced the task of finding one. Having already obtained the Whitley scales of salaries, plus the Whitley bonus awards, we feared that any application

"... just too late every night ..."

to increase salaries might enable the Council to declare a dispute and seek an arbitration to enforce the Whitley decisions. Somehow, Whitleyism didn't seem half such a good idea as when we were below its standards.

Increased holidays would hardly have been welcomed by a staff who couldn't go anywhere if they got them, and an improvement in sickness allowances would have seemed a small success to our exceptionally healthy members. After much thought, we reduced the possibilities to two—a scheme for substantial grants by the Council to widows of officers dying before retirement, and payment for overtime. After studying both ideas impartially and impersonally, we concluded that, as the Clerk was a bachelor and I was young and healthy, we would adopt the second.

The more I thought about it, the less sensible it seemed that local officers—and others in similar occupations, too, for that matter—should give away so much of the only commodity they had to sell, and on the sale of which they depended for their meagre livelihoods. After all, even in peacetime, one doesn't expect the butcher to throw in occasional links of sausage free because one buys his steak at the market price. The only justification I could think of was that it was an old British custom, which dismayed me not at all. To abolish a bad tradition is an essential in every reform.

Earnestly, I urged the Clerk that here was a method of substantially increasing every member's earnings without in the least infringing on the basic salaries and laying ourselves open to a charge of betraying Whitleyism. Here also was another instance where Much Cowslip could give a lead to NALGO. Were we to succeed, generations of junior clerks as yet unborn would rise up and call us blessed in places like Glasgow, Bognor Regis, and Haltemprice.

Rather cunningly, I also suggested that, under a system of paid overtime, the Clerk, as the official authorised to allocate overtime duties, would recover that control of staff earnings, or rather that power to recognise financially the variation in degree of ability among his staff, which the grading scheme denied him. Charmed by the prospect of being able to dispense overtime work as a favour to selected members of his staff, the Clerk agreed to give the project his full support.

We were at first undecided whether to allow the Executive to consider the scheme before action, or to deal with it as a matter of urgency within our personal province as the Emergency Committee. Against the risk of members of the Executive wanting to incorporate their ill-judged ideas in a scheme which, if left to us, would be so expertly phrased as to say little, mean less, and yet achieve its object, we had to set the risk that indignation at not being consulted might lead them to sabotage our efforts merely to assert their rights and privileges. Finally, the Clerk decided that our

(Continued at foot of next page)

T RANDOM

By "Hyperion"
Sketches by J. Carver

The older I grow, the more I have become convinced that there are no ions' and no 'races' and no 'classes of men'—that there are only individuals, those individuals are good or bad—interesting or dull—wise or foolish—rding to their natural inclinations, and that mysterious bent of character h we call 'personality.'

Now when a whole nation goes mad, no matter for what cause, it is useless to and reason about it. In God's own good time, order will be re-established, a people will have made a lot of money, many more will have lost all they had, and ything will be as it was before until the next outbreak of wholesale lunacy."—

Hendrik van Loon in "R. v. R." (Life of Rembrandt).

in is Safe!

is well that those in authority are wise gh not to employ any Gestapo-like ods for banishing the British dog from British home, and thereby dealing a greater

r at civilian morale than the most ferocious could ever achieve.

—Letter in the "News Chronicle."

TIME-AND-A-HALF ON SUNDAYS

(Continued from preceding page)

course was to create a demand for the rm, allow the Executive Committee to ce us into making representations, rely our experience and skill to ensure that Executive's proposals were what ours ld have been, warn them that the Council ld never agree, then make the attempt. e failed, we should be able to reprove the utive Committee for having, against our ce, placed the branch in the unhappy tion of making an unsuccessful approach he Council. If we succeeded, it would ar a triumph of negotiation and impress members much more than if we presented concession to them casually as just a little ething we had accomplished in our spare

he first step, then, was to stimulate a vement against unpaid overtime, and the k has seen to it that for several days no nber of the staff has been allowed to get y before 10.5 p.m.—just too late every nt. One or two of the bolder spirits are ady making mild or bitter complaints, ording to taste and temperament, and when find that henceforward everyone is to k all Saturday and Sunday somebody is e to make a respectful protest to the Clerk self. A blunt rebuff from the Clerk should ke our next Executive Committee an ignation meeting, and set the stage for our t operation according to plan.

There is something fascinating to me about way in which our small ideas move step step with an awful inevitability to a resound- climax which has its repercussions right ough NALGO, and thus throughout local government of the nation. Once in, we have set on foot a project of such gnitude that no one can foresee what sweep- changes it may bring in areas far removed m our own. My regular reader (I hope his ns are better now) must possess his soul in ience until I can again report develop- nts. In the meantime, be assured the affair n good hands, and we are in good heart.

Hitler's Dictionary

Eternity: a period varying from three to six weeks.

* * *

Story with a Moral

A German prisoner captured in Great Britain was being led away under armed guard, when he was seen to be laughing. "Why are you laughing?" asked the officer. "At *that* thing," said the prisoner, pointing to the rifle held by the guard. "What is funny about that?" enquired the officer. "We have given them up, except for ceremonial purposes," explained the German.

* * *

Obvious

"I can't think why he married that flippant little Miss Giggle."

"He says he likes a short wife and a gay one."

* * *

Simple

Have you heard the true story about the Wing Commander with the D.S.O., D.F.C. and Bar, who was asked to explain in ten minutes to a gathering of Royal Air Force cadets how to shoot down a Hun? He said: "I get into my aircraft, I find a Hun, I get him into my sights and I squirt. That has taken exactly ten seconds to tell you. Any questions, gentlemen?"

—Charles Graves in "The Daily Mail."

* * *

You're Telling Us

"The head stops growing even before the rest of the body."

—Scientist in a Sunday paper.

* * *

Politeness

It was impressed on Eustace, day and night,
That the first rule of life is "Be polite."
When first he saw the wart-hog at the Zoo,
He cried, "My dear Aunt Mabel, how d'you do?"

—Maurice Lane-Norcott.

* * *

Are We, Too, Blameless?

Mr. Churchill recently reminded civil servants of the need for brevity.

I call his reminder to the attention of the Air Ministry official who in an advertisement to-day says that applicants for posts as civilian Morse instructors "may be reimbursed the cost of third-class locomotion expenses."

—"Evening Standard."

* * *

Local Government Postbag

Dear Sir,—We have just had our extension pieces fixed and the shelter is now rather damp.

I have just had a new baby and would like it cemented.

Yours faithfully,

* * *

An Astor Story

Lady Astor used to tell a story of Mrs. Fisher at a reception for women social workers. Like Rotarians, all wore badges describing their social interest.

"I saw a young Tory M.P. approach Mrs. Fisher and then shy away," said Lady Astor. Her badge announced simply: 'Unmarried mother.'"

Young Hopeful!

Wanted by young gentleman, young lady desiring to evacuate; bungalow near Newbury.—*Advt. in "The Lady"*

* * *

Making it Plain

Witness: "I was in the can at the time.

Judge: You mean you were in durance vile—incarcerated in a detention place for transgressors. Is that what you mean?

Witness: No, judge, that's what you mean. What I mean is, I was in the can."

* * *

The Honest Man

The Tribunal had made no headway with a man who claimed exemption. As fast as they knocked down one fantastic objection he raised another, though he made no claim on the ground of conscience.

At last the chairman lost patience. "Look here," he said, "I'm not satisfied with your reasons for objecting. Now be frank. What is the real reason?"

"Well," said the man, "who wants to be a soldier while this —— war's on?"

* * *

Safety First

Overheard in a shelter. Agitated shelterer walks up and down, instead of lying down.

Warden: "Hi, mate, turn in. You're quite safe down here."

Agitated shelterer: "Perhaps so, but it's more difficult to hit a moving target."

* * *

The Oracle Speaks

What is clear beyond question is that the immediate foreground is obscure.

—Article in "The Daily Telegraph."

* * *

In Scotland Now

"Me accompany you?" a hopeful soldier's voice enquired of two Glasgow girls returning one night from their work.

"No!" they replied. But he trotted by

their side, repeating persuasively, "Me accompany you?"

"Are you French?" asked one of the girls.

"No!" he said. Nor, in reply to further questions, was he Dutch, Belgian, Norwegian, Polish, or Czech.

"The truth is," he confessed at last, "ah come frae Kirriemuir. But the lassies'll no look at ye these days unless ye speak wi' a foreign accent."

NALGO ROLL OF HONOUR

Military

KILLED

Asser, Signaller T. W., R.C.S., 20, borough engineer and surveyor's dept., Dagenham. Drowned in Middle East.

Buttfield, E., R.A.F., West Ham. Returned from France through Dunkirk—killed in air-raid.

Douglas, Cpl. J., 21, public assistance and medical dept., Northumberland C.C. Killed in Crete.

***Gower, Gnr. R. O.,** R.A., surveyor's dept., Bucks C.C. Killed in action.

***Law, Sgt.-Gnr. A. E.,** R.A.F., borough treasurer's dept, Southport. Killed in raids over Germany.

Lloyd, L./Ac. L. W. H., R.A.F., local taxation licences dept., Gloucestershire. Killed in flying accident.

Sanne, Sgt.-Pilot A. W., Coastal Command, R.A.F.V.R., borough treasurer's dept., Wallasey. Killed in flying accident.

Taylor, Sgt.-Obs. D. C., R.A.F., borough treasurer's dept., Morecambe and Heysham. Killed in action.

Tunstall, Sgt.-Gnr. L. B., R.A.F., health dept., Cumberland C.C. Killed in flying accident.

Wise, Aircraftsman W. P., treasurer's dept., Cumberland C.C. Died on service.

** Previously reported missing.*

MISSING

Balden, Major T. J. H., R.E., assistant road surveyor, East Lothian C.C.

Belton, Sgt.-Pilot K. C. F., public assistance dept., Lindsey C.C.

Booth, H., committee clerk, Billingham. Missing from H.M. destroyer "Kelly," sunk near Greece.

Brown, Sgt.-Pilot P., R.A.F., county surveyor's office, Gloucestershire.

Clerke, Cpl. A. B., R.E., borough treasurer's dept., Newcastle (Staffs).

Fillingham, Sgt. Air-Gnr. W. F., library dept., Wigan. Missing, presumed killed in action.

Hunt, Pte. P. E. K., R.A.M.C., public health dept., Basingstoke.

Jones, Cpl. E., R.C.S., collector's dept., Ebbw Vale. Missing whilst serving in Near East.

Marks, Sgt.-Pilot V. H., R.A.F.V.R., 21, education dept., Northampton C.C.

Meakin, Ord. Sea. H., county accountant's dept., Kent C.C. Missing, believed killed on H.M.S. "Hood."

Reidmuller, Sgt.-Obs. C. C., R.A.F., clerk's dept., Pembrokeshire C.C.

Stott, Staff-Sgt. R., R.A.O.C., 22, clerk's dept., Spenborough U.D.C. Missing in Middle East.

Williams, L.-Cpl. H. G., Corps of Military Police, town clerk's dept., Kensington. Missing in Middle East.

Woolley, Sgt. J. G., bomber-navigator, R.A.F., education dept., Worcestershire C.C.

PRISONERS OF WAR

Banks, Spr. E. C., R.E., borough surveyor's dept., Leigh.

Borley, Driver E., Armoured Division Signals, education finance dept., Croydon. Prisoner in Italy.

Hadden, Cpl. W. A., Armoured Division Signals, finance dept., Croydon. Prisoner in Italy.

Linley, Pilot-Officer W., R.A.F., electricity dept., Grimsby.

Fennemore, Pte. E., East Surrey Regt., borough treasurer's dept., Southwark.

Fiddler, L.-Cpl. H., R.A.C., borough treasurer's dept., Doncaster. Taken prisoner in Middle East.

Civilian

KILLED (in air raids)

Ball, A. E., motor bus dept., Wallasey.

Barling, H. J., general clerk, health services dept., Southwark.

Gordon, Miss L., solarium operator, health services dept., Southwark.

Hill, L., local taxation and licences dept., Monmouthshire C.C.

Irvins, A., clerk's (A.R.P.) dept., Monmouthshire C.C.

Morrison, R., city chamberlain's office, Glasgow. Died as the result of enemy action whilst serving at A.F.S. station.

Woodcock, W. H., chief meter inspector, Wallasey.

CRUSADERS FOR FREEDOM

More than **190** *members of* NALGO *have made the supreme sacrifice since the outbreak of war. According to the details supplied to Headquarters:*

142 members serving in the Forces have been killed;
82 are reported missing;
108 are prisoners of war; and
44 civilian members have been killed in air raids.

In addition, **25** *serving members have received military awards and commendations—including three Distinguished Flying Crosses, six Distinguished Flying Medals, one Distinguished Service Order, one George Cross, four Military Crosses, two Military Medals, two George Medals, five Mentions in Despatches, and one Special Award.*

These figures, we know, are far from complete. Will each branch secretary, therefore, send to Headquarters immediately the names and details of any members in his own branch who should be mentioned in the Roll of Honour?

AWARDS FOR MEMBERS

Military

MENTIONED IN DESPATCHES

Arnold, C. B., R.A.F., county architect's dept., Devon C.C. "For gallant and distinguished services."

Civilian

M.B.E. (civil division)

Chief Officer John Smith, Dagenham fire brigade.

BRITISH EMPIRE MEDAL

Second-Officer A. E. Jones, Dagenham fire brigade.

During an air attack, the fire brigade had to deal with one major conflagration and several big fires. Chief Officer Smith was buried and injured by an explosion at one of the fires, but remained in charge of the fire until it was extinguished, showing conspicuous coolness, ability, leadership, and courage under constant bombing and machine-gunning, in organising his own brigade and others sent in to help. He prevented the spread of the fire and thereby total destruction of the plant involved.

At the same incident, Second-Officer Jones showed conspicuous courage and leadership, particularly in organising water supplies on the south side of the plant, positioning crews and jets, and thus enabling a vast amount of machinery and stock to be saved.

Later, both officers attended a fire at a chemical works, where the situation was complicated by the explosion of chemicals, giving off toxic fumes and making the use of water impossible. The glare lit up the factory, creating great danger of further bombing, until Mr. Jones shut off the glare with sheets of asbestos. While this work was in progress, a 500-lb. cylinder of compressed ammonia exploded, creating the effect of a gas attack. Mr. Jones was blown to the ground, blinded, and severely burned on the face and hands. He crawled out of the debris and was taken to hospital, temporarily blinded and dangerously ill. Mr. Smith and other officers finally extinguished the fire with cement.

SPORTS KIT FOR THE WARRIORS

A LETTER received recently from Sapper M. Beevers, a member of the Wombwell branch, now in the Royal Engineers, suggests a way in which branches and members can help their colleagues in the Forces.

"I want," he writes, "to appeal to my fellow members for any sports kit they may have to spare. Any of the following articles would be greatly appreciated:

Cricket bats, balls, stumps, pads, etc.
Footballs.
Boxing gloves.
Tennis rackets.
Table tennis gear, and any table games, such as draughts, chess, dominoes, etc.

"We are only a small unit of 30 and we find it hard to ask the lads for a subscription every week. It has taken us a few months to pay for a radio set, but the lads never grumble, they pay a few coppers each week and hope for the best.

"The lads work very hard, and often well into the evenings; but I can assure you they would play hard, too, if only we could get the tackle. Send it in any condition, we will mend it. We will pay the carriage."

Since it would clearly be unfair to others in a similar position were we to ask members everywhere to send their spare sports material to a single unit, Headquarters has decided to attempt to organise a central scheme. Many branches will, no doubt, prefer to supply their own members themselves—as some are doing already—while others may be unable to do this, or may have too little material available to do it adequately. We suggest, therefore, as an experiment:

1. That members in the Forces who would like sports material should write to their *branch secretaries*, stating the size of the unit concerned and its urgent needs;
2. That branches should themselves supply the material as far as possible, but that, where they cannot do this, the secretaries should pass on the requests received to Headquarters.
3. That branches and individual members should send all the material they can spare, and which is not required for their own serving colleagues, to the *General Secretary, NALGO Centre, Croyde, Braunton, North Devon.*

This scheme should ensure the fullest and most economical use of the material available. Since the amount needed is likely to be substantial, we appeal urgently to all branches to send as much as they can *immediately* to the Headquarters pool. It would be advisable for all branches with only a small amount available to do this, since it would clearly be wasteful were a branch able to supply, say, only half a dozen draughts sets or a couple of footballs, to retain these indefinitely while awaiting requests from its own members, who may want tennis rackets or cricket bats.

nch Magazines **By Norman Rogers**

HEY'RE FEW—BUT THEY'RE GOOD

ne way, the enforced economy in the e of paper for branch magazines has d an advantage. The need to make the of limited space has compelled editors une articles and stories more severely, he result that they are crisper and more sting. 'Space-filling' is now unknown. times, however, it would seem that lack of has driven editors back to the "report"

Owing to his transfer to the Royal noured Corps, this is, for the time being, last of the many articles on NALGO nch magazines to be contributed by ORMAN H. ROGERS, for some years tor of "Calling Croydon," who has n responsible for this feature since it s started nearly three years ago. We end to continue the feature. Until a cessor to Mr. Rogers is found, will tors and would-be-editors of branch gazines please send their journals and ir queries to the editor, LOCAL GOVERN-NT SERVICE, 192, Edgwarebury Lane, gware, Middlesex.

od of recording—the type of article which : "It was reported that . . . . . It was ded to . . . . . The following proposi-. . . . ." This is a pity from the literary t of view, for excellent "stories" taking less space can be built round a report and ntensely interesting and readable summary ined.

good example of this is provided in the number of **Calling Croydon,** now under joint editorship of STUART READY and IE MOIR. Under the heading of "Senatoris damus," one contributor deals with the rities of the branch service conditions mittee in a pleasantly intelligent manner, bining with cunning penmanship a com-e report on each question of note with a ant dressing of narration which trans-ns the whole from bald reporting to well-med literature.

ike "Calling Croydon," Bradford's rterly Review flourishes under joint editor-. Editors H. M. STOREY and T. W. RRIOTT have used their spring number as eneral "kick-in-the-pants" edition. The evolent and Orphan Fund is "pushed"; er the heading of "Apathy" (how often hear that word about NALGO!) the inary member is given strong hints on how should act as a staunch Nalgoite, whilst umbo," a temporary member of the staff, kes a fine contribution in "Elephants' veyard." "Jumbo" is only one of the usands of our war-time colleagues possess-the talent and literary ability upon which ors can depend to keep their journals ng. During the war, new ground must be over to cultivation in the agricultural se. Likewise, branch journalism.

A theme which provides infinite scope for dreamer, the thinker, and the reformer, d which also should provide a rich article vest for the branch editor, is the "after--war" position. Editor M. J. MILES, of ventry's **Camera Principis**, was one of t to realise the possibilities of the idea. rough his pages, the subject has been de-oped on an argumentative basis—one scheme the post-war finance of Coventry being lowed by an article of criticism and further ument.

The Raven, a duplicated journal of high ellence in all its aspects, literature, art, out, and production, edited by R. A. CHFORTH for the Colchester and district nch, also includes a leading article on the orm of local government. For war-time, editor has introduced a happy streak of humour through the pages and the whole tone of the journal indicates that much care and thought has been put into it.

In all the journals still being issued, conspicuous by its absence is the subject of possible improvements in local government service *during* war-time. Here is a subject which might warrant the attention of editors. Economy, untrained staff, diminution of services, local finances, and so on are all burning questions of the day. They are immediate problems upon which municipal officers, by virtue of their local knowledge, should have useful views.

Another series of articles which might well be introduced is one for war-time staff specifically—"background" articles. The new recruit to the service comes in from the commercial world. He probably knows nothing of local government history. Introductory articles showing briefly the development of his department, indicating the part which he is now playing, or telling him what books can be read on the subject, would probably be welcomed. Although the war-time worker no doubt regards his service in local government as being, in the first place, merely breadwinning, every effort should be made through branch journals to make him feel *of* the staff, not just *on* the staff; to inculcate the spirit of service, and to impress upon him the traditions for which NALGO has, for many years, been striving. The branch, through its journal, might even arrange informal week-end schools for the new staff. Temporary officers should also be encouraged to contribute articles on their ideas for improvements in the service.

A first-rate example of a similar idea is provided by the **Herts Nalgo News Letter,** editor P. J. SCRIMSHIRE, which devotes the whole of an enlarged July number to the local government nursing services. There are bright, authoritative articles, each by the appropriate chief officer, on every branch of the nursing service, and at the end the branch secretary, E. E. ASHMAN, drives home the moral by pointing out what NALGO offers to nurses. The whole publication will be invaluable to girls thinking of taking up nursing—it deserves reprinting on that ground alone—and of course it is excellent propaganda.

The **Southwark Staff Magazine,** edited by E. A. CLARK (April edition), and sold in aid of the Benevolent and Orphan Fund, opens in a despondent vein which entirely belies the excellence of its contents. Be not discouraged, Mr. Clark; that "the few—a very few" do send in unsolicited contributions indicates that the spark of life is still extant; such a spark in a hayrick would produce a huge fire and who knows that such a fire might not start in the literary hayrick of Southwark. Keep going—you're doing fine work, and remember, it's better to burst out at intervals than not at all. You can always "lift" articles from other branch magazines and use the Ministry of Information articles, which are quite good. Get in touch with NALGO's Public Relations Officer, who will be able to help you there and in other ways.

The **Guildhall Gazette** (Middlesex County Officers), under anonymous joint editorship, was re-published in April with all its old gusto and verve. The fact that there are approximately 1,700 county council employees in the Forces, demonstrates the need for the journal. We are glad to see that the series, "At the Sign of the Three Leaves," continues.

The following journals are acknowledged:

In and Out (Ealing), edited by S. M. KENNY—"News from the Forces" is a good feature, other journals please copy!

At Your Service (Doncaster)—reduced in size but full of information.

"I don't feel safe these days unless I have several floors above me."

Guild Journal (Manchester)—May editorial on "What is Wrong with NALGO" suggests introspection in the branch itself. States, "the time is approaching when we must don our thinking caps." Why not let the journal cap the lot?

Guild Journal (Sheffield)—has amended its cover design so that it does not, at first sight, appear to be the Manchester mouthpiece.

Somerset Scribbler—as bright and interesting as its first issue, which means much in these days.

South Shields News Letter—Every branch should obtain a copy of this and emulate it. It meets the need of members in the Forces admirably.

Deptford News—Secretary A. S. Lidington's monthly effusion which, like the South Shields letter, must be a "godsend" to the members in the Forces.

"All Swell" (Camberwell)—edited by DAVID LEGGATT—to which the remarks anent South Shields and Deptford apply with equal force.

All about the Cow

On the assurance of the secretary of the Gloucestershire branch that it is genuine and untouched by more sophisticated hands, we print this delightful essay by a boy of ten evacuated from Bristol to Somerset.

BEASTS AND BIRDS

The bird I am going to write about is the Owl. The Owl cannot see at all in the daytime, and at night it is as blind as a Bat. I do not know much about the Owl, so I will go on to the beast which I am going to choose.

It is the cow. The cow is a mamal and it is tame. It has six sides, right, left, fore, back, and upper and below.

At the back it has a tail on which hangs a brush. With this it sends the flies away so that they will not fall into the milk. The head is for the purposes of growing horns and so that the mouth can be somewhere. The horns are to butt with. The mouth is to moo with. Under the cow hangs the milk. It is arranged for milking. When people milk, the milk comes and there is never an end to the supply. How the cow does it I have not yet realised, but it makes more and more. The cow has a fine sense of smell. One can smell it far away. This is the reason for the fresh air in the country. The man cow is called an ox but what it eats it eats twice so that it gets enough. When it is hungry it moos and when it says nothing it is because its inside is full up of grass.

A STRONGER NALGO.

The District Committee.

I AM interested in the suggested reforms, particularly those concerning district committees, which have emerged from the question "What is wrong with NALGO?" If it is true that district committees tend to be little more than debating societies, how will they become different by appointing "a policy sub-committee to consider" or devoting "at least two meetings to the discussion, etc."?

I agree that district committees have a vital part to play in the future development of NALGO, but am more concerned with their authority. With one important exception, district committees, at present, are largely outside the mainstream of NALGO activity; the exception being the machinery of provincial Whitley councils. The growth of provincial Whitley councils is having considerable effect on salaries and service conditions, and no small power is now in the hands of district committee members who sit on the staff side. But, for example, has the committee the power to insist upon branches in the area taking the necessary action to implement the decisions of the council or to further its policy? "Critic" suggests the automatic transfer to the N.E.C. of the present branch autonomy in matters concerning salaries and service conditions, and for the N.E.C. to have the final and overriding authority on these subjects. He does not specifically mention Whitleyism in the district committee programme, but I assume it comes within the "two-way co-ordinating channel."

"We (whoever "we" may be) commend his views to the close study of district committees, branches and individual members." What happens then? It is unfortunate that the N.E.C. vetoed any sort of conference this year. Other organisations appear to have carried on their business as usual. An immediate conference of representatives of district committees might be the means of obtaining a general opinion of some of the main problems that exist and would be one way of starting *now*.

Town Hall, Wolverhampton. H. R. JONES.

Electing The N.E.C.

"Critic's" "immediate programme" in your July issue includes a paragraph on N.E.C. reform:

> "All N.E.C. elections in future to be entirely in the hands of district committees, which shall themselves *nominate* and elect candidates by a method to be determined by the association as a whole at the next annual conference, and designed to secure the fairest possible *representation*." (My italics.)

This item seems to arise from a brief suggestion I made in the April issue. Perhaps I had better elaborate the point and say that *nominations* to the N.E.C. should continue to be made, as now, by branches. What I want is reform of the method of election to the N.E.C. This can be simply achieved by a card vote of branch representatives on the district committee—a branch's votes being arithmetically apportioned amongst its representatives.

Distinct gains for NALGO would derive from this reform, quite apart from the substantial saving in the cost of an election as now run. Firstly, the bright young men of a district committee, who are nevertheless comparatively unknown outside district committee walls, would stand a much better chance of election.

In one guise or another the problem is posed annually at conference (and is invariably unsolved) for various sorts of direct sectional representation on the N.E.C. You remember the propositions, Mr. Editor—so many places for men under 30, so many N.E.C. seats for members with less than £200 salary—and so on. The method I suggest is the democratic solution to this problem.

A further advantage is that there would at least be a sense of responsibility on the actual casting of votes. Moreover, this reform would encourage competition for places as branch representatives on the district committee.

There never will exist "a commission of competent constructive critics of the N.E.C.," the Erehwonian concept advocated by Rogers, until the principle of delegation is rooted out of association affairs and replaced by representation.

Council House, Coventry. T. W. MASLEN.

"Critic" did mention Mr. Maslen's proposal as detailed above, but pointed out that a card vote might give undue weight to the big branches, enabling them in some areas invariably to secure the election of their nominees, and thereby virtually disfranchising the smaller branches. It was to avoid this danger that "Critic" suggested "some more equitable system of proportional representation."

READERS' FORUM

July seems to have been "a good month for correspondence," as the astrologers would say, and, despite vigorous pruning, many letters have again had to be held over. So far as possible, they will be published in the September journal—further contributions for which must reach the Editor, 192 Edgwarebury Lane, Edgware, Middlesex, not later than August 14. And PLEASE KEEP THEM SHORT!

"NALGO is what we are"

I AM not going to enter into a detailed criticism of "Critic's" "Blueprint," partly because some of his ideas are so sound and partly because a just analysis would occupy more space than his article.

My approach to the subject is quite different from his, for, whereas he started with the premise that there is a lot wrong with NALGO, I find myself on the side of my old friend, Tom Metcalfe of Brighton, though, being a southerner, I should not use his expression.

I think that we, and particularly those of us who like to criticise the Association, must realise that NALGO is not only what we make it, but what we are. It follows that a little introspection will not do us any harm. What do we find? Apathy? Lack of imagination? Absence of direction? Yes! all of these. Next, we should ask ourselves: "What do we want of NALGO?" and when we have made up our minds about that we must develop our own outlook before attempting to replan NALGO.

Can we blame those fiascos called conferences at Margate and Blackpool? To my mind, those were two culminating examples of the three defects mentioned above. Oh, those stamping feet!—how they show us up in all our ugly intolerance! And those long wearisome speeches which produced that uncivilised war-dance!

One aspect of the controversy, the suggested exclusion of chief officers is, to my mind, a wild and irresponsible idea. Let those who advocate it look back into the Association's history and recall such names as Johnson, Marsden, Abbott, Lloyd, Lord, Garrard, and hundreds of others, in branch and district committee, who have been and are such stalwart pillars of NALGO and whose names will be for ever engraved in the historical record.

The supporters of exclusion might well remember the late Sir Dan Godfrey's address at Bournemouth in 1927 on this subject.

If NALGO is to become a strong trade union, or a strong anything else, chief officers must not be left out. Neither is affiliation to the T.U.C. essential to achieve this—national system of Whitley councils, embracing every branch in the country is far more important for our purpose.

If we want a thing badly enough we can get it; but first of all we must want it. And this means work for all and not a few.

Hastings. F. A. BRISTOW.

"Select Committee" Urged

THE apathy of the rank and file of our association is appalling. It is not a recent development, but was evident before the war. What is the reason?

In my view, it is because representation is not proportional, in accordance with the growth of the association. The fault lies with the members. It is their duty to alter representation as occasion demands. It must be altered if NALGO is to go forward and attain the desired 100 per cent membership. Every member must pull his weight and not leave the work to a few willing horses as in the past and then wonder why he has become disgruntled.

I remember when, as a local correspondent I tried to get to the bottom of the question of what was wrong with NALGO and also the local association. I sent a circular letter to more than 100 members in my area asking each to give me his confidential opinion and to suggest what action should be taken. Did I get any replies? *No*, not one! One could only assume that nothing was wrong—although I knew that much was wrong and that, as their conversations showed, the members knew, too.

The policy and organisation of NALGO, in my opinion, need a thorough overhaul—the sooner the better. In saying this I do not wish members of the N.E.C. to think that I belittle their really hard work for the good of the association.

My suggestion is that *now*, not later, is the time to appoint a "select committee" consisting, say, of three members of the N.E.C. and four independent men of sound judgment and qualified experience, one of the latter to be chairman, to go thoroughly into the question of NALGO's organisation and policy, and to make a special report, with recommendations. This report should then be circulated to every member of the association, who should be asked to decide by ballot on the recommendations put forward, and the result should be considered at a national conference.

Here are a few things that the "select committee" might tackle:

1. National, local, and area organisation, including re-organisation of district committees.

2. Satisfactory proportional representation on all committees of all grades of the association's members.

3. Present and post-war policy of the association, including revision of rules, increase and decrease in the rates of subscriptions, and measures to ensure that everyone is a member of the Benevolent and Orphan Fund—an essential to-day.

"BLUNT YORKSHIRE TYKE"
(A former area local correspondent.)

NALGO AND POLITICS

"Cannot Plan in a Vacuum"

SOME weeks ago, we decided to liven up the interest in NALGO in our department by posting a provocative notice on the board asking all and sundry whether they thought NALGO was dead or alive, and

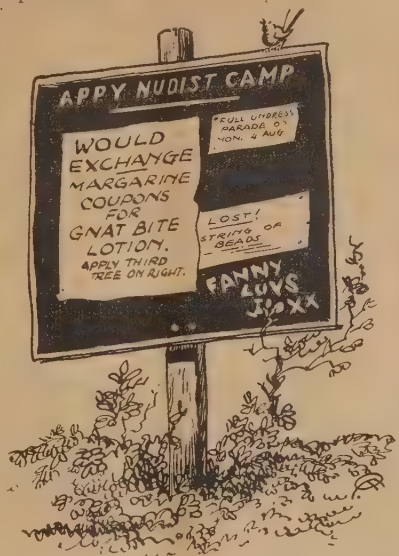
ing our question by informing members would be just as dead or alive as they it.

answer to this question nationally has upplied by the vigorous articles which ppeared in LOCAL GOVERNMENT SERVICE, illy lately.

re is, however, one point at which all o quake quite unnecessarily or squeeze s if it had wet paint on it; that is the on of politics entering into a NALGO sion. As trade unionists, we cannot to take this attitude—living and making ans for the future in a vacuum. Politics d into the question of affiliation to the —it enters into every question, since it tics, combined with economics, without the word is meaningless, which sets up nditions against which trade unions have ard their members. NALGO Heads are continually on the watch for any detrimental to the service which may be ned in bills coming up for Parliament's ion. Trade unions were first conceived e stormy seas of political economy to e the collective bargaining of labour ere born, not by the kindly offices of some me Being, but in spite of every force could be brought to bear against them e political machine. The strike clause, asic weapon of trade unions—the right n and women to withdraw their labour—s unnecessary perspiring about the collar ne quarters. Like quarrels, it takes two ake a strike. However, we are told that clause is no longer necessary in these ed days when consultation between oyers and employees is more and more g to be the method of procedure.

endeavouring to lay down plans for the e, we cannot afford, as trade unionists, to nd that the other half of the question not exist; to bury our heads in the sand take it for granted that NALGO will le to plan the future of local government. by no means certain today what the ions of trade unions will be after the war. may take on considerably more resibilities and powers—or they may not. ernment spokesmen have mentioned es of 7,000,000 unemployed after the war, nich event, taking into account the econo- chaos which such a figure would portray, hardly likely to be an era of progressive nstruction. It is urged in press editorials the present system of surrender of privi- and rights should be continued after the Many rights have been surrendered if trade unions are not vigilant, will con- to be surrendered. Government spokes- have stated that it is not intended to hold ions until three years after the war. Does savour of a programme of progressive nstruction or does it smell of some attempt consolidate the present state of things? trade unionists, we dare not leave these gs to chance, but must make sure now firm basis on which we, as men and women know the job, can plan the reconstruction he local government system. To do this, can no longer view NALGO as a snug e island. Whatever happens to other trade ons will happen to NALGO. An mple of the attitude to trade unions which lready creeping in was demonstrated at Labour Party conference, where the most nentary rights of delegates were taken from m by executive action, in spite of protests m delegates that the proceedings were like se of Hitler in the Reichstag!

On the other side of the picture, we see a wing movement to which union after on is giving its support—the people's con- tion movement, regarding which a letter eared in LOCAL GOVERNMENT SERVICE a months ago. This movement has pro- ed a programme which deals with the mediate questions of the day, with the epted socialist method of obtaining peace, l includes the restoration, safeguarding and *extension* of all trade union rights, also with enforcing the emergency powers to take over the banks, land, transport, etc. These two points are of great importance to all trade unionists, but especially to members of NALGO. In the event of nationalisation of these main industries, the possibilities and responsibilities of NALGO will be enor-


APPY NUDIST CAMP
WOULD EXCHANGE MARGARINE COUPONS FOR GNAT BITE LOTION.
APPLY THIRD TREE ON RIGHT.
FULL UNDRESS PARADE 9 MON. 4 AUG
LOST! STRING OF BEADS
FANNY LUVS JOXX

mously increased. It is, therefore, vitally necessary for members to understand the issues at stake and to play their part to ensure conditions under which we can plan for better local government.

It would appear that no delegate attended the first meeting of the convention to report back to members of NALGO, but announcements in the press state that the second session is to be held in London on August 30-31. Bearing all these points in mind, therefore, local committees of NALGO should be encouraged to send a delegate to the recall meeting, since the whole structure of our organisation may be altered by the march of events.

J. N. SIMS.

Hastings. WALTER E. E. BARHAM.
(Members of executive committee, Hastings branch.)

LAND NATIONALISATION

N.E.C. Policy Criticised

I WISH to register a strong protest against the action of the N.E.C. in forwarding, in the name of NALGO, a scheme of post-war reconstruction which includes nationalisation of all land. We are, or are supposed to be, a democratic body and yet in such an important matter the members were not consulted. The scheme, therefore, which was put forward, was that of the executive council only and, in my opinion, until the members are able to express their views on it, cannot be taken to express the views of NALGO.

I am forwarding a copy of this letter to Lord Reith and to the Member of Parliament for this Division, to endeavour to make it clear that the members of the Association were given no opportunity of expressing their opinion upon the scheme as submitted.

112, North Road, P. J. SCRIMSHIRE.
Hertford.

Acceptance of Mr. Scrimshire's interpretation of democracy would make the system unworkable. Does the Government consult the electors upon every decision it makes? Does a local authority consult the ratepayers upon all its actions? Of course they don't. Members of the N.E.C., like members of Parliament and of local authorities, are elected by their constituents to represent and act for them and once elected, must be trusted to do that, subject to the influence of free criticism and the right of the constituents to replace them at the next election. Members are freely entitled to criticise the N.E.C., but they are not entitled to attempt to take into their own hands the responsibilities and authority they vested in it. Desirable as such "government by the people" might be in theory, in practice it would be merely mob rule and chaos.

EQUAL PAY FOR WOMEN

Would Maintain Male Standards

IT seems to me that "Hassock" is drawing a red herring across the trail of those who are endeavouring to maintain a decent standard of living not only for the much-maligned female, but also for the resentful and superior male.

Given the same status as men, paid on the same scale, and expected to do the same work, the majority of women are capable, efficient, and prepared to accept full responsibility for their jobs. Such treatment would eliminate the women of whom "Hassock" complains, since no employer, be he local government officer or commercial manager, would be prepared to keep inefficient and unconscientious labour on these terms, however susceptible to female charms he may be, and those women who, taking their work seriously, make it a career, would be thankful to have the labour market freed from the unfair competition of these "pin-money" parasites.

On the other hand, the standard of salaries for men would also be maintained. This is a serious consideration, affecting both sexes, particularly relating to post-war conditions. There are numerous employers who would not scruple to continue to employ female labour if it were cheaper. Consequently, the wage standard for male labour would be lowered, and wives, of necessity, would be compelled to work in order to supplement their husband's income, thus, by competition forcing single girls to lower their standard of salaries, and the ever widening vicious circle would be created, as it was after 1918. Equal scales of pay for men and women must produce higher standards of efficiency, less competition for both men and single girls, since the majority of married women prefer to stay at home if they can afford to do so, and, consequently less unemployment.

Wherefore, I would suggest that "Hassock" allows his sense of fair play to both sexes to over-rule his resentment against a minority (also of both sexes) who are taking advantage of abnormal conditions.

Town Hall, L. M. HOW.
Bethnal Green, E.2.

Problem of Responsibilities

"EQUAL pay for equal work" is a good slogan—concise, succinct, apt, downright and seemingly logical and almost provable. But life is not founded on slogans, and even if it were, I suggest that a better motto would be "Equal pay for equal responsibilities." By responsibilities I do not mean only the immediate responsibilities of the work in which the persons concerned are engaged, but would give the term a much wider significance. Men generally (though not invariably), have more responsibilities than women—or, at any rate, the constitution of our social life implies that they will have—and the greatest of these is that they are expected to provide for a wife and family. It is no adequate reply to say that all men do not have this responsibility, or that some women have almost equally onerous obligations.

Condensed, the case may be put in two statements:

If women are paid less than men for doing a similar job, it will tend to sweating, lowering of wages, and the displacement of male labour.

If women are paid the same as men, there will be a tendency, for several reasons, for men to be preferred.

A basic difficulty which must be solved before there can be real economic equality of the sexes is that wives (or housewives) should be entitled to salary in their own right. The adoption of such a proposal, revolutionary and mercenary as it sounds, concurrently with application of the principle of equal pay in similar work, would solve many difficulties, including that of women leaving "good jobs" to take up a wife's duties on marriage.

Is there any scientific or other accurate yardstick to determine or assess a person's working worth? Often, it largely depends on the strength of a particular union, artisan or professional, quite apart from the intrinsic worth of the employment or of the employee. The disparity of pay between men and women engaged in the same class of work is trivial compared with the difference of pay between, say, the highest-paid woman professional worker and the domestic servant—not to mention the great unpaid skilled housewife; her price, to adopt Job's phraseology, is above rubies.

PRIMA FACIE.

BONUS FOR PENSIONERS

An Urgent Need

I READ with pleasure the outspoken letter of "Pro-Equity" on the much-needed bonus for pensioners to cope with the great rise in the cost of living. I agree with him when he says that the officials who have served local authorities faithfully and loyally when salaries were much lower than they are to-day, and were retired on superannuation allowances not commensurate with the value of the services they rendered, are now looked upon by Mr. Ernest Brown as negligible. I consider that a minister holding his convictions should be removed from his position, to make way for a man of greater intelligence, vision, and consistency in dealing with war bonus for all sections of the professional and clerical staffs of the various local authorities. What a crass and nonsensical position it is that present staffs, with their enhanced salaries, should be granted war bonuses, while the retired officers are told that it would need legislation to grant such a war bonus to them. Why? Could not powers be given to the local authorities to grant these bonuses to the retired at the same time as to the working officers?

137, Hampton Road., JOHN J. YOUNG
Southport.

SOLICITORS AS TOWN CLERKS

Qualifications Essential

I DISAGREE with "Argyll's" suggestion that local authorities should not restrict clerkships to solicitors. I have "had some." The usual result is that the authority has to pay a retainer of £300-£400 a year to some private solicitor, or pay legal costs for conveyancing or litigation which, in peace time, far exceed this figure.

I suggest that more openings should be given to officers, and the remedy here lies with the councils, which should encourage their qualified clerks to grant Articles to promising members of their staffs.

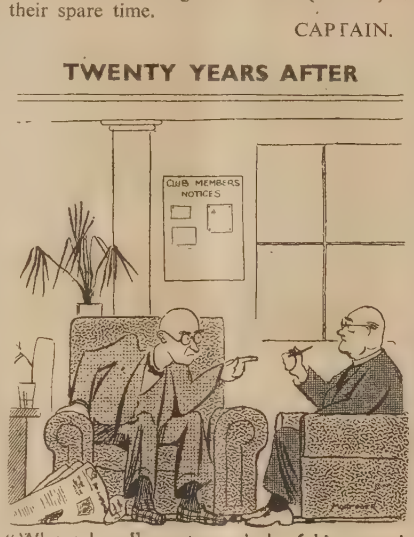
"Argyll" must realise that law degrees are no substitute for a solicitor's qualifications, and, of course, they carry no rights to practise, with the result that if unqualified graduates are appointed to clerkships, the authorities will still have to retain solicitors.

I do not understand the last paragraph of his letter. What are "private law associations" and how do they "monopolise local government appointments"? I presume he means the Law Society, which, of course, is a statutory body, just as necessary for the protection of the public as is the General Medical Council.

Finally, I would point out that officers who have reached matriculation standard can take an external law degree or B.A. (Admin.) in their spare time.

CAPTAIN.

TWENTY YEARS AFTER



"Why, when I was town clerk of Livermouth in '41 . . ."

THE OVERTIME PROBLEM

"Robbing of Members"

In his reply to my letter in the May journal, on overtime, Jack Haworth has overlooked the real point. To compare military conditions with those of civilians serves no good purpose. Everybody appreciates the work of the services, and the writer must remember that the NALGO members who are fighting for a fair deal in relation to overtime are working in the interests of those who are away. Those left behind are having a trying time, and in some instances envy the life of their colleagues who are serving. When Jack Haworth returns, he will find that the war bonus he refers to does not meet the increased cost of living.

It is not the pay for overtime that I advocate, but the abolition of overtime entirely. It is often unnecessary, because of inconsiderate chiefs, who seem to like beginning work at the end of the day. Shortage of staff is often another cause. Some departments waste large sums of money by appointing highly-paid officials, but when it comes to the urgent need of an extra clerk there is always the cry that "we cannot offord one."

I have often worked long hours of overtime, without receiving a penny for it, but on the wages sheets that I prepare for the manual workers I make such entries as "two hours overtime at time-and-a-half rate." Why should employees who wear black coats be expected to give their labours if it is necessary to work late? I have never yet heard of professional men, such as lawyers, agents, and consulting engineers, doing even the smallest service free of charge. NALGO must treat this question seriously; it amounts to the robbing of members by councils who want something for nothing.

SURREYITE.

EARLIER RETIREMENT

"Forty Years Enough"

"REGULATOR," "Regulator Supporter" and W. Parker appear to be concerned chiefly with young men and those who did not enter the service young enough to permit of retirement on full pension at 60. The young men have, I think, been well catered for recently, often reaching, after comparatively few years and, admittedly, after study and the passing of examinations, salaries which the older men have reached only after many more years of service, although many of them, too, have passed examinations. If "speed" increases after the present war as it has since the last one, it seems probable that the present age of 40—at which one is now supposed to be "too old"—will be reduced. In consequence, the young men in whose way we older ones (many of whom served in the last war to our general detriment) will presumably stand at the conclusion of hostilities, will find themselves in the way at an even earlier age.

There must be a large number of officers who entered the service as "boys"—say at 16 or 17—and who will have to serve for over 40 years, although entitled to retire at 60. Many of the older ones who entered about those ages will find that, after the strain of two big wars and a hectic time in the period of development which, in many districts, followed the last war, they will have had enough before they reach 60. I would, therefore, go further than your correspondents and suggest that officers should be given the option of retiring on completion of 40 years' service from the age of entry, the years between the age of retirement and 60 to be included for pension purposes as non-contributory service, with the further option of converting to contributory service by the making of the necessary lump-sum payment into the superannuation fund. This plan would, I think, serve three useful purposes. It would help:

The young men when they return from the Forces;

The local authorities financially, and

Those who have had enough after 40 years of public service, which, as most of us know, is not the easy life that the public in general seems to think.

There may be flaws in my suggestions, but if they give somebody an idea which will lead to an improvement in conditions for any local government officers, whatever their age or status, the effort will not have been wasted.

Palmers Green H. C. COISH.

NALGO HOUSE

A Member's Appreciation

WILL you allow me, through your columns, to pay tribute to the benefit to be derived by a visit to the Nalgo Convalescent Home, Matlock, where I have recently had the privilege of staying, along with many other guests from many parts of the country.

I feel that in offering this tribute of thanks to the matron, her staff, and the committee, I am but doing them the bare justice to which they are entitled. From the minute you arrive to the last minute of departure, you feel that you have come to a place designed and carried out to ensure your complete recovery from whatever illness you have suffered. The excellence of the food, especially in these days of rationing, is a thing to be wondered at, whilst the rooms, especially in cold weather, are the last word in comfort. Added to these, the beauty of the locality and the cheap means of transport to the various points of interest all add to the everlasting memory of a visit to NALGO House.

One so often reads complaints in these columns, some of the administration of NALGO and its activities, that it is refreshing to be able to commend the splendid work of the committee which administers to the needs of members recovering from sickness. Coupled with this I would add the Benevolent and Orphan Fund. I can assure members that this fund is one of the most worthy parts of the association's work.

Hythe. A. W. WATSON.

. BRODIE JOINS THE N.E.C.

ame—and, still more, the thunderous e—of **S. H. Brodie**, who has been y the Scottish Council as a member of .C. in succession to Mr. A. G. M. d, will be familiar to all who have a NALGO conference in recent They will know him as a staunch and algoite and a "bonny fechter" for what- se he champions, chief among which overnent of the position of the " under adequate recognition of Scotland's nd the Benevolent and Orphan Fund. gh born on the Island of Islay, Mr. vent to Glasgow in early youth and is erally regarded cal Glaswegian. member of the the City Asses- epartment. ecame secretary Glasgow branch , a position he ds. About the ne, he became a of the Scottish ct committee, ne has taken a ent part in the ings and has as convener of orts committee. a the joint in- council was instituted, he was elected he six representatives of the Association body. He has been a member of the ment committee of the Provident since 1934 and of the Building Society 937.

S. H. Brodie

y, not only has he the very onerous of the secretaryship of Glasgow branch, is also company sergeant major in the Guard, a voluntary air raid warden and ber of the blood transfusion service. these wide interests, however, Scottish rs everywhere will know that the hat has so often roared " agin the ment " from the floor of Conference, vigorate that body now that its owner mber of it.

uary

ST WOMAN MEMBER OF THE N.E.C.

regret to record the deaths of two NALGO members—**Mrs. G. Franks,** t, and for many years the only, woman r of the N.E.C., and **Mr. H. A. Lonie,** esident of the St. Helens branch.

Franks, who was chief woman sanitary or in the maternity and child welfare ment at Sheffield, entered the service of ld Corporation in 1901, was a member Sheffield Municipal Officers' Guild from ption in 1910, and sat continuously on ecutive from 1914 until her retirement . She was elected to the N.E.C. in 1926. tained her seat until she left the service. capacity she was the leading national entative of women in the municipal ser- nd did much to secure better conditions ore adequate recognition for her sex.

Lonie was a founder-member of the lens branch in 1911 and was a member executive committee from 1919, president 927 to 1930, and vice-president from 1925 7 and from 1936 to the time of his death. was largely instrumental in persuading the town council to in 1928, the 1922 Superannuation Act. He was for many years ber of the district committee, where he was highly appreciated interest in the work of the Benevolent and Orphan Fund and ims of the "bottom dog."

RETIREMENT OF J. T. BAKER.

NALGO has lost another pioneer in **J. T. Baker** of Lambeth, whose retirement from the local government service, after 45 years with the Lambeth Vestry and borough council, and consequently from the N.E.C. and the Metropolitan district committee, took effect last month.

J. T. Baker

Few men have done more than he to build up the Association to its present strength and authority, and few have given more time, ability, and enthusiasm to its work. As a member of the Metropolitan district committee for 23 years, and of the N.E.C. for 16 years, he has played a leading part in its direction throughout the period of its most rapid development—as is evident from the fact that, when he first took office its membership was only 12,000, compared with 120,000 to-day.

His interests have embraced every section of NALGO's work. He was vice-chairman of the district committee from 1930 to 1936, chairman from 1936 to 1939, and vice-president from 1938 until his retirement, and has also served on the general purposes, entertainments, advisory, Whiteleyism, and Benevolent and Orphan Fund sub-committees, while he has been a member of the London district Whitley council for more than 16 years, becoming its chairman in 1935. He has served on every committee of the National Executive Council, and was appointed one of the Association's three Trustees in 1939.

His greatest interest, and his most valuable service, however, have been in the development of the Nalgo Building Society, of the management committee of which he has been a member since its formation in 1932, and chairman since 1934. In that period, he has seen the Society's assets increase from nothing to nearly £5,000,000, and has, by his wise leadership, enabled it safely to ride the storms of the first months of the war to the point when the advance of mortgages can again be resumed. For that achievement alone he has earned the gratitude of many thousands of the Association's members.

Warm tribute to Mr. Baker's outstanding services was paid by Mr. P. Ritherdon, deputy chairman of the Metropolitan district committee, when the committee met on June 19. Mr. Ritherdon specially mentioned his cheerful sacrifice of leisure, often at much personal inconvenience, to carry on his work for the Association, his integrity, sincerity, geniality, and wisdom in counsel. Mr. A. A. Garrard, chairman of the district committee, underlined this tribute, and the committee unanimously adopted a resolution expressing regret at Mr. Baker's retirement, appreciation of his services, and hope that he would enjoy a well-earned rest.

In accordance with the decision of the N.E.C., Mr. Baker, while resigning his membership of the Council, will continue his membership of the Building Society Committee of Management as representative of the Council, and will continue to serve as a Trustee until the Council has appointed a successor.

DIPLOMA IN PUBLIC ADMINISTRATION

The examination for the London Univ. D.P.A. can now be taken by candidates who (1) have passed or obtained exemption from London Matriculation ; or (2) have obtained a School Certificate or some recognised equivalent qualification and have for two years held an approved appointment in a Public Office. Attendance at University classes is not necessary ; candidates can prepare for the exam. at home in their leisure hours. The Diploma is increasing in importance as a qualification for those engaged in local government service.

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Emergency Executive and NALGO Reconstruction Committee

THE projected NALGO Committee on the reconstruction of local government occupied the greater part of the time of the emergency executive of the N.E.C. when it met at Nottingham on July 5.

The report of the sub-committee appointed at an earlier meeting to make recommendations on the personnel and terms of reference of the Committee gave rise to much controversy, and it was clear that the setting up of the Committee would be a more difficult task than had been envisaged when the project was first approved. Was the Committee to be an independent body, it was asked, and if so, would its report, published in the name of NALGO, be regarded as binding on the Association although not submitted to the N.E.C.? Alternatively, would the report be submitted to the N.E.C., and would the Council be entitled to reject or modify it? If the latter, what would be the standing of the Committee? Who, in short, would have the final responsibility for any recommendations put forward in the Association's name—the N.E.C. or an independent group of officers appointed to investigate and report on its behalf?

The emergency executive gave no answers to these difficult questions. It was not satisfied, however, with the report of the sub-committee, and referred it back, at the same time strengthening the sub-committee by appointing Messrs. J. L. Holland, F. Harrod, E. L. Riley, and A. Denton Odgen to serve on it.

Other decisions reached at a meeting which was largely devoted to matters of routine included:

Association Subscriptions.—The house and accounts sub-committee is considering the revision of NALGO subscriptions. Several alternative scales have been submitted and the sub-committee is to examine these and to consider also the provision of a scheme of permanent death benefit for every member, the premium to be included in the subscription.

Subscriptions of Members in the Forces.—In view of representations from a number of branches and district committees, and of the fact that some branches are not collecting subscriptions from members in the Forces, the house and accounts sub-committee recommended that the subscriptions of these members should be waived. The emergency executive, however, rejected this suggestion, deciding to adhere to the present policy of requiring subscriptions assessed on the amount each serving member is receiving from his local authority, and to appeal to all branches to collect these subscriptions.

Cost-of-living Bonus.—The emergency executive approved a resolution of the service conditions and organisation sub-committee instructing the NALGO representatives on the National Whitley Council to negotiate at the next meeting of the council for a revision of the bonus award to bring it more into line with the actual increase in the cost of living.

Nurses' Pay and Conditions.—A special meeting of the service conditions and organization sub-committee, held before the meeting of the emergency executive, had approved, with slight drafting amendments, a joint report prepared by representatives of the association and the College of Nursing on salaries and service conditions of nurses. It was agreed to forward the report to the Local Authorities' Nursing Services Joint Committee for consideration.

National Arbitration Order.—A dispute has been declared against the Bingham (Nottinghamshire) rural district council, owing to its refusal to grant a cost of living bonus to its staff.

Divisional Office for North-East.—In response to requests from the Durham county branch and the North Eastern district committee, the emergency executive agreed to open a divisional office in the North Eastern district. The new divisional officer, appointed for the period of the war, will be Mr. W. J. Upton, who is at present assisting the Regional Officer for the Southern Region. The chairman of the sub-committee and the general secretary will determine the town in which the office shall be established and the staffing arrangements.

Mr. A. B. Day gave notice that at the next meeting of the sub-committee he would raise the question of an additional divisional office for the East Midland district.

Retirement of Mr. J. M. Mortimer.—The committee agreed with regret to the request of Mr. J. M. Mortimer, the Scottish divisional secretary, to be allowed to retire on September 30.

Regional Organisation.—Arising out of criticisms made by Mr. E. R. Davies at a recent meeting of the N.E.C., the service conditions sub-committee has discussed the working of the regional organisation scheme. Beyond suggesting that, in view of travelling difficulties, the regional officers should leave as much work as possible to the divisional officers in their areas, the sub-committee decided to make no change until the general situation was clearer, and the emergency executive agreed with the view.

Emergency Help Scheme.—East Ham branch has suggested the organisation on a national basis of a scheme under which the Association would look after the dependants of members killed or injured through enemy action, and would provide financial help where necessary. This proposal is now under consideration, and will be further discussed at the next meeting of the emergency executive.

Honours for Members.—It was unanimously resolved to offer the congratulations of the executive to Mr. A. Denton Ogden, a member of the N.E.C. on receiving the award of O.B.E. in the recent Birthday Honours, to Mr. Parker Morris, town clerk of Westminster, and Dr. A. S. M. MacGregor, formerly years president of the Glasgow branch, both of whom have received knighthoods, and to a number of other officers honoured.

After the meeting, the members of the executive were entertained to cocktails by the Lord Mayor and Lady Mayoress of Nottingham, and in the evening the Lord Mayor and Lady Mayoress were the guests of the executive at an informal dinner.

Mr. A. A. Garrard, chairman of the N.E.C., presided at the meeting, and those present included Messrs. F. Harrod, vice-chairman, H. Allen, J. T. Baker, A. G. Bo R. W. Coppock, A. B. Day, G. S. Fraser, T. Free J. L. Holland, W. H. Legh Smith, S. Lord, T. N A. Denton Ogden, E. L. Riley, C. A. W. Roberts, L Taylor, J. H. Warren, and E. A. S. Young.

NALGO NOTICE BOARD

MANY matters of interest to members are mentioned in a circular sent by Headquarters to branch secretaries on June 25. It is possible here to summarise the information only, but members seeking fuller details will be able to obtain them from branch secretaries.

War Service Pay

In response to NALGO's representations, the Minister of Health has drawn the attention of local authorities to the fact that service for which men may be called up under the National Service Act, 1941, will be recognised by the Minister as "war service" for the purpose of the Local Government Staffs (War Service) Act, 1939. This means that local authorities will be able to pay to officers called up for munitions work, for example, the difference (if any) between their civil pay and their pay as munition workers, in accordance with the powers contained in section I of the Local Government Staffs (War Service) Act.

National Health Insurance

Under the bill introduced in the House of Commons last month, the Government proposes from January 1 next, to raise to £420 the remuneration limit for compulsory health and pensions insurance of non-manual workers, and to increase by 3s. weekly the rates of sickness and disablement benefits payable to both men and women. This legislation is regarded as an interim measure only, pending a comprehensive overhaul by the Government of all existing schemes of social insurance.

The effect of the change will be to make many NALGO members, earning between £250 and £420 per annum, eligible to join the Nalgo Approved Society. Particulars of the many benefits offered by the society, and application forms for membership, may be obtained from local correspondents, branch secretaries, or direct from the general secretary, Nalgo Centre, Croyde, Braunton, North Devon.

Air Raid Injuries

Although members of the Approved Society injured in air raids are not entitled to N.H.I. sickness benefit, they should notify headquarters of the injury, so that they may be advised on the excusal of contributions. Applications for a war injury allowance sho be made to the local office of the Unempl ment Assistance Board.

Destroyed N.H.I. Cards

Members who lose their N.H.I. cards a result of enemy action should report to he quarters, at once, membership number number of stamps on the card (it would be to keep these particulars in a separate pla where they can be found if the card is lo and should state whether the loss has been reported elsewhere.

British Institute of Public Opinion

This body, which conducts "opin surveys" on the lines of the famous "Ga polls" in America, and programme inqui for the B.B.C., is seeking the aid of NALG members, especially in the East and W Midlands, Middlesex, Hertfordshire, and Edinburgh area. The work, which can carried out in spare time, is simple and intere ing. Wives of members are also eligible, a payment is made. Members interes should write to the Director, British Inst of Public Opinion, Aldwych House, Lond W.C.2, for fuller details.

War Office Valuers

The War Office has vacancies for l valuers with agricultural experience and o 40 years of age. Those accepted will be gran commissions after a period of probatio service. Members wishing to apply for th vacancies should send details of their experie and qualifications to headquarters.

Talks on Local Government

There is a growing opportunity for memb to further the Association's public relati policy by giving informal talks on l government to troops in their areas or to s bodies as Rotary clubs, Chambers of Co merce, Women's Institutes, and Youth Serv Squads. Will any able to do this work in touch with their branch secretary or pub relations correspondent, or write to the pub relations officer, 192, Edgwarebury La Edgware, Middlesex? For talks to troo payment is sometimes made, usually at rate of £1 1s. a talk, plus expenses.

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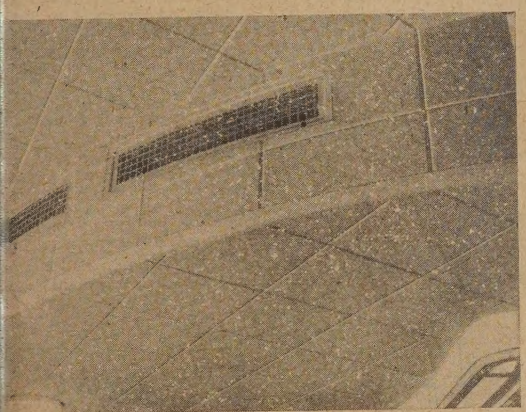

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SOUTHERN REGION

Croydon C.B. has established a council and staff joint committee.

Rickmansworth U.D.C. has adopted the following grading scheme :

Grade I—£310 + 15—£400, with examination bars at £325 (inter.) and £350 (final).

Grade 2—£240 + 15—£330, with examination bars at £270 (inter.) and £300 (final).

Grade 3—£130 + 15—£280, with examination bars at £220 (inter.) and £250 (final).

Grade 4—£52 (up to 16) ; £60 (at 16) + 10 (2) + 15 (1) + 25 (1)—£120 at 20.

Automatic advancement to Grade 3 at 21.

Grade 5 (senior typists or secretaries)—£140 + 10—£170.

Grade 6 (semi-senior typists)—£110 + 10—£130.

Grade 7 (junior typists)—£52 + 8 (1) + 10 (4)—£100.

NORTH WESTERN AND NORTH WALES

Rochdale—On the application of the association, a salesman and clerk in the gas department showrooms has been re-graded from clerical section A, Lancashire and Cheshire provincial council scales (£192½—£217½), to clerical section B (£230—£255).

Caernarvonshire County Council has adopted new salary scales from April 1, 1941 :

Grade I—£52 + 8 (1) + 12 (1)—£80. *Operative from April 1, 1940.*

Grade 2—£90 + 15 (5)—£165.

Grade 3—£180 + 15 (4)—£240.

Special Grade 1—£260 + 20 (4)—£340.

Special Grade 2—£360 + 20 (2)—£400

NORTH-EASTERN AND YORKSHIRE

Aireborough U.D.C. has adopted the joint council scales of salaries, together with suggestions formulated by the joint council on grading of individual members of the staff within the recommended scales.

Keighley B. has agreed to the appointment of four representatives of the staff to attend half-yearly meetings of the salaries committee to discuss points which may arise on salaries and service conditions.

Morley B. and **Pudsey B.** have agreed to set up local joint committees.

Todmorden B. has adopted a revised grading scheme incorporating the scales of salaries recommended by the Whitley council, subject to certain modifications. Details are :

Men.

Grade A (juniors) : £45 (at 16) + 15 (3) + 20 (1)—£110 (at 20).

Grade B (general grades) : £130 (at 21) + 15 (6)—£220 (at 27).

Supplementary Grade.—A clerk showing exceptional ability or with unusual responsibility or experience may be given an increase up to £35 p.a. over the salaries shown in Grades A and B up to a maximum of £245.

Grade C : £230 + 10 (3)—£260.

Grade D : £275 + 10 (1) + 15 (1)—£300.

Grade E (1) : £315 + 15 (1)—£330.

Grade E (2) : £340 + 10 (1)—£350.

Women.

Grade I (juniors) : £40 (at 16) + 10 (2) + 12 (1) + 16 (1) + 12 (1)—£108 (at 21).

Grade 2 : £110 + 10 (3)—£140.

Supplementary Grade.—A clerk showing exceptional ability or with unusual reponsibility or experience may be given an increase up to £50 p.a. on the salaries shown in Grades 1 and 2.

MIDLANDS AND SOUTH WALES

Birmingham C.B. has adopted the salaries and service conditions recommended by the West Midlands joint standing committee. (institutional employment).

Brierley Hill U.D.C. has adopted the West Midlands provincial Whitley council scale 1.

Grimsby C.B. has adopted the East Midlands provincial council scale 2.

The North-West Midlands Joint Electricity Authority has adopted the West Midlands provincial council scale 2.

Nottinghamshire C.C. has adopted the following amended scales of salaries from April 1, 1941 :

Junior male clerks

Grade F : £65 max.

Grade E 1 : £70 (at 17) + 15 (4)—£130.

Grade E 2 : £130 + 15 (6)—£220.

Grade D : £190 + 10 (6)—£250.

Female clerks

Grade 3 : £55 (at 16) + 10 (4)—£95.

Grade 2 : £105 + 15 (1) + 10 (4)—£160.

Grade 1 : £140 + 10 (4)—£180.

Salaries may exceed Grade 1 in individual cases in accordance with special duties and responsibilities, and as a temporary war measure, departmental heads may add an additional amount not exceeding £10 to Grade 3 as an efficiency payment in special cases.

Rowley Regis B. has adopted the West Midlands provincial council scale 1 for women only, to the maximum of Grade A.

Scunthorpe B. has adopted the East Midlands provincial council scale 2 to the mixmum of Grade 6 (men and women).

Stoke-on-Trent C.B. has adopted the West Midlands provincial council scale 3 (in principle) and the salaries and service conditions recommended by the West Midlands joint standing committee (institutional employment).

Walsall C.B. has adopted the following revised scale for junior male clerks : **£50 (at 16) + 15 (1) + 10 (1) + 15 (3)—£120,** together with the salaries and service conditions recommended by the West Midlands joint standing committee (institutional employment).

Cost of Living 28.4 p.c. Up

The Ministry of Labour cost of living index figures for each of the past six months, showing the increase in cost of living of a "typical working-class family," since July, 1914 (taken as 100), are :

February	197	May	200
March	197	June	200
April	198	July	199

The actual percentage increases in the cost of living since September 1, 1939 (when the index figure was 155) are, therefore :

February	27.1	May	29.0
March	27.1	June	29.0
April	27.7	July	28.4

Eastern District and T.U.C. Affiliation

NALGO affiliation to the T.U.C. was the principal topic at the quarterly meeting of the eastern district committee at Chelmsford on June 21. After a long and stormy debate, the committee adopted a resolution strongly condemning the action of the N.E.C. in deciding against affiliation before an opportunity had been afforded to branches of discussing the question.

The committee also criticised the refusal of the N.E.C. to hold an election and delegate meeting this year.

The divisional officer reported that the employers' side of the eastern district provincial council had submitted its proposals on salary scales and a meeting of the staff side would shortly be held to consider the suggestions made. The committee expressed alarm at the delay which had taken place since the staff side first met to consider scales of salary for the district.

A hearty welcome was extended to Mr. Frank Thomas, who, on the invitation of the emergency executive, has agreed to take over the duties of divisional officer for the duration of the war, as Mr. Melvin is shortly to be called up for service with the R.A.F.

NALGO ADDRESSES

To avoid delay, members are asked to address correspondence as follows :

***On all subjects except ancillaries,** in the first place to the appropriate district office :*

SOUTHERN REGION

Regional Officer (and Metropolitan District) : **T. M. Kershaw,** 192, Edgwarebury Lane, Edgware, Middlesex (EDGware 2025).

Divisional Officer (Eastern and South-Eastern districts) : **J. Melvin,** 54, New Street, Chelmsford (Chelmsford 4347).

Divisional Officer (Southern and South Western districts) : **N. M. Woodcock,** 16, The Crescent, Taunton (Taunton 2779).

E. and W. MIDLANDS AND S. WALES REGION

Regional Officer (and E. and W. Midland district) : **J. E. N. Davis,** 14, Earlsbury Gardens, Birchfields, Birmingham 20 (Birchfields 5123).

Divisional Officer (S. Wales and Monmouthshire districts) : **A. H. Geary,** 11, Park Place, Cardiff (Cardiff 1646).

NORTH-WESTERN AND N. WALES DISTRICT

National Whitley Offices and Divisional Secretary : **Haden Corser,** 2, Mount Street, Manchester 2 (Blackfriars 7668).

NORTH-EASTERN AND YORKSHIRE DISTRICTS

Divisional Secretary : **W. Cecil Wood,** 12, East Parade, Leeds (Leeds 24861).

SCOTTISH DISTRICT

Divisional Secretary : **J. M. Mortimer,** 67, West Nile Street, Glasgow, C.1 (Douglas 0404).

Relating to **NALGO** *ancillaries and the supply and delivery of "Local Government Service" to—*

The General Secretary, NALGO, Croyde, Braunton, North Devon (Croyde 212).

Relating to Public Relations and "Local Government Service" (editorial), to—

The Public Relations Officer, 192, Edgwarebury Lane, Edgware, Middlesex (EDGware 2025).

Relating to "Local Government Service" advertisements, to—

A. Darby's Advertising Agency Cobham House, 24, Black Friars Lane, London, E.C.4 (City 6686).

LONDON OFFICE

The General Secretary, 27, Abingdon Street, Westminster, S.W.1, Telephone and Telegrams WHitehall 9351.

Congratulations To—

Beverley branch, on raising £18 11s. 2d. for the council's war weapons week expenses, by means of a dance.

Mr. T. R. Cook, gas engineer and manager, Blackpool, and acting president of the Blackpool branch, on winning the senior gold medal of the Institution of Gas Engineers, for a paper on Blackpool gas works, submitted to the annual meeting of the institution.

Mr. F. Johnson, master of the Harton Institution, South Shields, a vice-president of the South Shields branch, and a member of the North Eastern district committee, on his election as national president of the National Association of Administrators of Local Government Establishments.

SCOTTISH NOTE

A SALARY scale for nurses in mental institutions unanimously approved at a meeting of the industrial council in Aberdeen on June 27. The pos was complicated by the fact that the Mental Hospital Institutional Workers' Union, which has hitherto foremost in negotiating on behalf of mental nurses, re to take any part in the proceedings, although its joint conciliation committee had been dissolved. staff side, however, while regretting this attitude, that there was no virtue in adopting a dog-in-the-ma policy and decided to negotiate. It was understood the Mental Workers' Union was agreeable to a ce scale of salary, and this the employers agreed to, trifling amendments. The scale is :

	Women	Me
Probationers	£ s. d.	£
On appointment	52 0 0	78
After six months	54 12 0	80
Second year	57 4 0	83
Third year	61 2 0	88
Fourth year	66 6 0	93
Certificated Nurses		
On final certificate	81 18 0	109
Second year	87 2 0	114
Third year	92 6 0	119
Eighth year	97 10 0	124
Thirteenth year	100 2 0	127
Eighteenth year	102 14 0	130
Charge Nurses	*Extra Pay*	
Second charge	7 16 0	7
First Charge—	15 12 0	15

The joint industrial council scale of war bonus is to ap calculated on net cash payment, the value of board be taken at £52.

A joint meeting of the administrative staffs and ma workers' councils, in the afternoon, decided practic unanimously to continue the existing scale of war ser allowances.

Mr. Mortimer, the divisional secretary, called attent to the fact that Roxburgh county council, which directly represented on the joint industrial council, instituted a means test for war service allowances was not abiding by the recommendations of the jo industrial council. One or two other councils, particula In the Borders district, have adopted a similar attitu and it was agreed that the secretary should write to th authorities.

Port Glasgow

Congratulations on the successful result of the rec proceedings before the Industrial Court were expres at a meeting of the staffs of **Port Glasgow** town cou on June 30, attended also by Mr. W. B. Paton, Greenoc librarian, vice-president of Greenock branch, and ot officials. The chairman, Mr. A. J. Hodson, presen Mr. J. M. Mortimer, Scottish divisional secretary, wit letter of thanks and congratulation, expressed the deli of the branch at the efficient way in which he had prepa the case and tackled the many problems arising. Mortimer thanked the members and gave an amus account of certain incidents during the hearing.

Fife Branch

The attitude of Fife county council to war increases discussed by the branch executive on July 2. Mr. Mortim said that he had written to the county clerk draw attention to the joint industrial council's scale and to fact that the recommendation of the county coun finance committee did not meet the case of men w salaries between £210 and £350, and told the meeti that, in his view, if the county council was not prepa to give these officers conditions as favourable as th recommended by the joint industrial council, it co be compelled to do so under the National Arbitra Order. The meeting instructed Mr. Mortimer to info the county clerk that proceedings would be institu if the council failed to meet the position of these offic

Hospitality for Warriors

For the benefit of members serving in the Forces, publish below a complete list of branches and individ members who have offered hospitality and entertainm for members in the Forces stationed in their areas. shall be glad to add to the list.

BRANCHES

Ashton-under-Lyne.—W. B. BRADLEY, electric works, Ashton-under-Lyne (use of Waterworks So Club offered).

Blackburn NALGO Sports and Social Club—J. COX, 42, Victoria Street, Blackburn.

Cambridgeshire.—LEO MASON, Shire Hall, Cambrid

Cheshire County.—H. JONES, 47, Walter Street, Ches

Essex Rivers Catchment Board.—L. E. INNES, Es Rivers House, Springfield Road, Chelmsford.

Grimsby.—J. W. L. BUXTON, borough treasure dept., Victoria Street, Grimsby (Grimsby 1645).

Hinckley, Leicestershire.—J. G. S. TOMKINS, Station Road, Hinckley.

Isle of Wight.—S. H. MATTHEWS, County Hall, Ne port, I.O.W.

Leicester.—J. HILL, City Water Offices, Bowling Gre Street, Leicester.

Newcastle-upon-Tyne.—V. GRAINGER, Town H Newcastle-upon-Tyne 1.

Skegness NALGO Social Club.—A. J. DAV Town Hall, Rowan Bank, Skegness.

Winchester.—R. G. CASTLE, Guildhall, Winchester.

Wrexham.—H. BROOKFIELD, borough surveyor's dep 1, Grosvenor Road, Wrexham.

PERSONAL

J. Darricotte, Grove House, Grove Lane, Chead Hulme, Cheshire (Bramhall 306). Mr. Darricotte offe "meals, bath, bed, snooker, table tennis," etc., members in the Forces in the area who will write phone to say when they would like to call.

F. W. Goodman, The Pines, Stourbridge Road, Brom grove, Worcestershire (secretary of Bromsgrove branch

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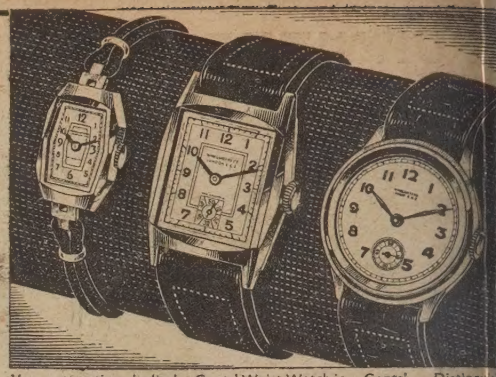

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